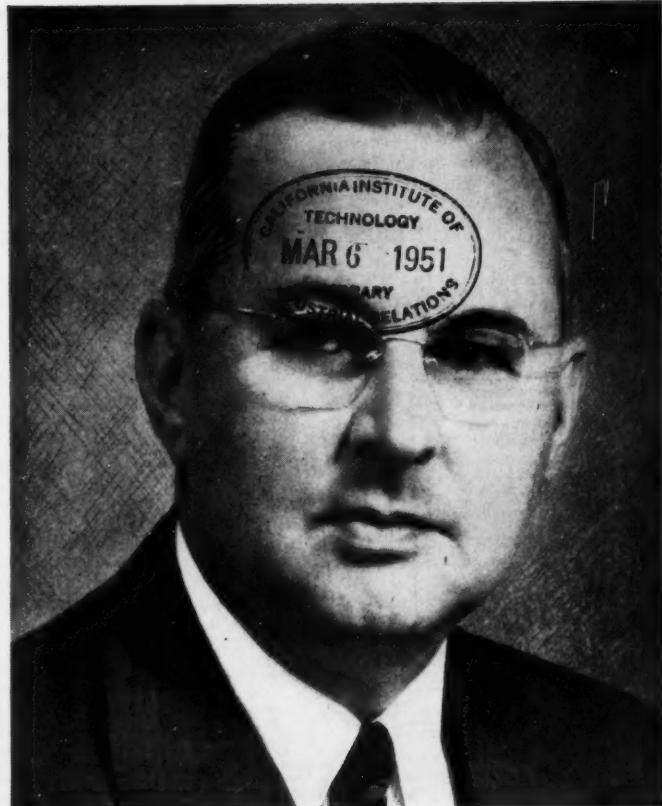


Superstat 3-14
J 3
MAGAZINE OF MANAGEMENT MEN OF AMERICA

MANAGE

MISS BURROUGH XX 4-51
IND'L REL LIBR
CAL TECK UNIV
PASADENA CALIF



ROBERTSHAW-FULTON'S G. P. Grace—vice president, Thermostat Division—who credits National Association with success of their foremen development program. (See pages 3, 13)

FIGHT WASTE



IN PEACE WASTE IS A SIN
NOW... WASTE IS A CRIME!

DISSTON Announces a New WASTE PREVENTION PLAN

for increasing productive efficiency

In the face of growing shortages of tools, materials, and manpower, American industry is daily receiving new demands for higher and still higher production . . .

NOW COMES THIS NEW DISSTON PLAN TO HELP YOU GET MORE OUT OF YOUR TOOLS, MATERIALS, AND MANPOWER—TO HELP YOU INCREASE PRODUCTION, CUT MANUFACTURING COSTS—BY STOPPING WASTE!

DISSTON GIVES YOU THE PLAN READY TO USE!

The foundation of this "Fight Waste" program lies in educating workers to use tools properly. For this purpose, Disston will supply you—without cost or obligation—with individual instruction cards containing specific facts on the most efficient use and care of the cutting tools listed below. Use of

these cards simplifies and multiplies supervision, speeds training of new and unskilled men, helps make the most productive use of time, effort, and equipment! You also get complete instructions on how to distribute the cards in your plant.

ORDER THESE CARDS IN ANY QUANTITIES:



- No. 1 Power Hack Saw Blades
- No. 2 Hand Hack Saw Blades
- No. 3 Milling Saws—Circular High Temper
- No. 4 Fast Running Metal Saws—Circular—Medium and Mild Temper
- No. 5 Carbony Saws
- No. 6 Carbony Knives, Cutters, Etc.
- No. 7 Flexible Back Metal Band Saws
- No. 8 Inserted Tooth Circular Metal Saws
- No. 9 General Information on Files
- No. 10 Saw Files
- No. 11 Machinists' Files
- No. 12 Special Purpose and Wood Working Files
- No. 13 Superfine Swiss Pattern Files
- No. 14 "Rights and Wrongs" in Refitting Circular Saws
- No. 15 Wide Band Saws—Log Mill Saws
- No. 16 Narrow Wood Cutting Band Saws
- No. 17 Dado Cutters
- No. 18 Solid Tooth Circular Wood Cutting Saws—Flat Ground—Rip and Cross-Cut
- No. 19 Circular Wood Cutting Combination Saws—Hollow Ground—Raker Tooth Type
- No. 20 Circular Wood Cutting Combination Saw—Flat Ground—Raker Tooth Type
- No. 21 Solid Tooth Circular Edger Saws
- No. 22 Solid Tooth Circular Trimmer Saws—Flat Ground
- No. 23 Narrow Band Saws for Cutting Plastics
- No. 24 Solid Tooth Circular Plastic Saws—Hollow Ground
- No. 25 Circular Knives
- No. 26 Paper Knives
- No. 27 Thin Planer Knives
- No. 28 Heavy Planer Knives
- No. 29 Veneer Knives—Rotary and Slicer
- No. 30 Chipper Knives
- No. 31 Cutter Heads—Circular, Generated and Straight Knife Types

ALSO: "The Pocket Foreman"—a complete manual for the use of foremen and other supervisory workers on how to FIGHT WASTE in their departments—how to boost the productivity of their men. Contains a complete set of "Fight Waste" Cards as a guide in ordering.

GET COMPLETE DETAILS

Your Disston distributor will gladly give you information on applying this plan in your plant—help you determine your needs for "Fight Waste" material. Consult him or write Disston direct.



HENRY DISSTON & SONS, INC. 214 TACONY, PHILADELPHIA 35, PA., U.S.A.



Irwin Lamp, Editor
 Paul E. Sterner, Consulting Art Editor
 William Levy, Ph.D., Educational Editor
 R. F. Montsalvage, Jr., Editorial Assistant
 Eldon Frye, Cartoonist
 Jean Adams, Director Adv. Production and Sub-
 scriber Relations

CONTRIBUTING EDITORS — Fred G. Clark, general chairman, American Economic Foundation, New York; Harry P. Jeffrey, attorney, Dayton; W. E. Landis, industrial relations director, Briggs Manufacturing Co., Detroit; Louis W. Lerda, Elizabeth, New Jersey; Charles A. McKeand, director of employment relations, Merchants & Manufacturers Assn., Los Angeles; Richard S. Rimanoczy, editorial director, American Economic Foundation, New York; Whiting Williams, employee relations counsel, Cleveland.

BUREAU EDITORS—West Coast: Roy Bell, 725 Spring St., Rm. 200, Los Angeles—Tucker 4727.

ADVERTISING—Carroll Steve Slick, 2038 Spruce St., Philadelphia; L. F. McClure, 814 N. Tower Court, Chicago (Superior 7-1585).

Cover

THIS issue presents a signed statement by Vice President G. P. Grace of Robertshaw-Fulton Controls Company, Thermostat Division, Youngwood, Pa., which outlines the experience of his management personnel in their management club's affiliation with The National Association of Foremen—and MANAGE is honored to present him on the cover.

Mr. Grace attended Loretto Academy and was special manufacturing apprentice at Westinghouse (Machine Co.) Technical School. Married and father of five children; hobby: golf; his many associations include membership in the NAF, NAM, SAM.

Following seven years apprenticeship, became foreman, then assistant general foreman at Westinghouse Machine; general superintendent and part owner C. M. Grace & Co. (1920-21); in charge of building special machines, Pittsburgh Engineering Co. (1921-23); in charge of Engineering Dept. and superintendent, Robertshaw Thermostat Co. (1923-27), general superintendent (1927-40), works manager (1940-47); vice president since 1947 of Robertshaw Thermostat Divn. of Robertshaw-Fulton Controls.

Among other activities he presently is member of Local Draft Board No. 169. His high interest and regular participation in his Division's management club activities is a matter of extreme pride and encouragement to their foremen and supervisors.

His frank appraisal of NAF values should be of interest to many executives who are less familiar with National Association of Foremen activities.

Vol. III, No. 6

MANAGE
 (Reg. U. S. Pat. Off.)

February 1951

Presents:

Operating Men Must Be Personnel Managers by R. C. Turner	7
Borden Does It . . . Can You? (Materials Handling)	8
Party For Employees' Kiddies? Here's How To Do It by A. E. Arnold	10
What Is A Fair Profit? (Economics) by Clark & Rimanoczy	12
Foremen Ring Own School Bell . . . (NAF plug) by G. P. Grace	13

Economics by Clark & Rimanoczy	12	Calendar	5
Human Relations by Levy	*	Editorials	14
Employment Relations by McKeand	15	The Foreman Market	29
Supervisory Training by Lerda	18	Safety Salon	28
Washington by Jeffrey	4	Management News	21
Spot News	5	Who's Doing What	30
"Better America" Series	31	Tips . . . for Management	25

* Will return in March



Williams



McKeand



Lerda



Clark

CONTRIBUTING EDITORS

giving generously of their time toward better teamwork and performance by all ranks of management . . . for a stronger American system.



Landis



Rimanoczy



Jeffrey

MANAGE is published monthly on the 5th by THE NATIONAL ASSOCIATION OF FOREMEN, as its only official publication. Entered as second-class matter September 2, 1948 at the post office at Columbus, Ohio under the Act of March 3, 1879. Printed in the U.S.A. Publication office 364-386 S. Fourth St., Columbus 15, Ohio. Editorial and executive offices: 321 W. First St., Dayton 2, Ohio. Copyright 1950 by The National Association of Foremen. Subscription rates: Annual U. S. \$4.00; foreign \$6.00; single copy 40¢ except November convention issue for which \$1.00 to non-subscribers. Annual subscriptions (U.S.) in lots of 50 to 500: \$3.00; 500 to 5000: \$2.50; 5000 and over: \$2.25.



THE NATIONAL ASSOCIATION OF FOREMEN

RAY ARDUSER, President
 JOSEPH E. COX, First Vice President

HAROLD LYDA, Secretary-Treasurer
 J. E. BATHURST, Executive Vice President

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 40,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street, Dayton 2, Ohio.



We Look At

WASHINGTON

Edited By
Harry P. Jeffrey

Labor Committees

THE make-up in the new Congress of the Senate Committee on Labor and Public Welfare and the House Committee on Education and Labor presents a situation which is paradoxical in the extreme.

In the House, by agreement of the majority and minority leaders, membership on the House Labor Committee was changed from 16 Democrats and 9 Republicans to 14 Democrats and 11 Republicans. This of course results from the reduced majority membership and increased minority membership in the new Congress. Andrew Jacobs of Indiana and Thomas Burke of Ohio were defeated for re-election. Mitchell of Washington resigned from the committee. All of these members had been receptive to the demands of union labor leaders. The Democratic leadership filled its vacancies with Tackett of Arkansas and Greenwood, a newly elected member from the conservative Long Island district of New York. Both are expected to be moderate in their views.

The Republicans named Potter of Michigan, Vail of Illinois and Berry of South Dakota. All are expected to support the Taft-Hartley Act.

The net result is that the conservative coalition on this Committee apparently has a working majority of 15 to 10. The Committee, which for many years has been decidedly left-wing, is now transformed into one of the most conservative committees in the House. The chairman of the Committee is Representative Graham A. Barden of North Carolina who fought vigorously for enactment of the Taft-Hartley Act and who has demonstrated that he will not bend the knee to group or bloc pressure.

On the Senate side the situation is exactly the reverse. There the division of members on party lines is 7 to 6. Former Committee members Thomas of Utah and Pepper of Florida were defeated. The lone Democratic vacancy went to newly elected Senator Pastore of Rhode Island, who is regarded as a faithful partisan who will go down the line 100 per cent with the demands of the administration. Only one Democratic senator from the South is a member of this Committee—Hill of Alabama, and he

has generally voted with the demands of union labor leaders. All of the other Democratic members are definitely aligned with the so-called "labor bloc."

Due to the defeat of Senator Donnell of Missouri and the larger number of Republican members, that party had two vacancies to fill on the Committee. One of these was given to Senator Ives of New York who has generally voted with the demands of labor leaders. The other vacancy was given to Nixon of California who should prove to be of great assistance to Senator Taft as ranking minority member.

The composite membership of this Senate Committee is such, however, that it is thoroughly pro-labor. The extent to which this is true is demonstrated by the fact that recently Senator Murray of Montana, the Committee chairman, sent a letter to all of the members of the Committee staff demanding their resignations. It is assumed that he will appoint only such staff members as are sympathetic with his point of view unless a fight is made on the floor of the Senate to preserve majority and minority staff representation in accordance with the intent of the Congressional Reorganization Act.

It is likely that on any controversial measure the Committee vote will be at least 9 to 4 pro-labor. This is so unrepresentative of the prevailing sentiment in the Senate as a whole that any measure which is reported out of committee and reaches the floor of the Senate will have to be rewritten there.

As a practical matter, the present session of Congress is likely to be too pre-occupied with foreign policy and rearmament issues to consider labor legislation. But if such legislation should be considered, the membership of the two pertinent committees coupled with the sentiment prevailing in the two houses of Congress as a whole is such that the enactment of constructive legislation is likely to be stymied.

Wage and Price Control

AS OF this writing, wages and prices are bouncing merrily on the spiraling road to further inflation. That there has been dissension in the administra-

tion's organization is evidenced by the resignation of Alan Valentine and the appointment of Eric Johnston in his place as Economic Stabilization Administrator. The administration announced in the middle of January that it would not presently freeze wages or prices. [It did.] The National Association of Manufacturers said price controls are unnecessary. John L. Lewis stated that wages can be controlled better by collective bargaining than by "government fiat". Wage increases are being granted almost daily and the administration has refused to face the problem of wage increases in conformity with the cost of living escalator clauses in existing wage contracts. With this type of ineffectual leadership and the mad scramble of all segments of our economy for selfish advantage, we may expect prices and wages to continue their upward spiral.

Production is still high and is likely to continue so. This means that there will be plenty of purchasing power to buy all available goods. For example, personal income in the United States in 1949 was \$206 billion dollars, and in 1950 approximately \$220 billion dollars. It is predicted that in 1951 total personal income will range between \$235 and \$250 billion dollars. As industry turns more and more to production of materiel for war with a consequent lessening, at least to some degree, of production for peacetime consumption, in the absence of strong measures and equally strong enforcement of the same, the result is plain.

Taxes

FEDERAL expenditures for the fiscal year commencing June 30, 1951, are estimated at \$75 to \$80 billion dollars. Tax receipts from tax laws already in effect are expected to produce \$55 billion dollars. Hence, to place the defense program on a "pay-as-you-go" basis will require \$20 to \$25 billion dollars in additional tax revenue. Municipal and state tax receipts added to an \$80 billion dollar federal "take" would mean that 30 to 35 per cent of our gross national income will be going for taxes in one form or another. Such a level of taxation might be possible under all-out war conditions. It is doubtful whether it is politically possible to enact such tax legislation at this time.

A keen Washington observer estimates that for the American people to carry such a tax load would require a 10 per cent reduction in the standard of living of all of us. The enactment of laws now to bring about such a result by men dependent upon votes for re-election is unlikely.

To win for Communism, the weapon Stalin wants most is a bankrupt America.—Henry J. Taylor

Spot News

IN its Buick-Oldsmobile-Pontiac assembly plant at Kansas City, Kansas, General Motors will build an undisclosed number of Republic F-84 Thunderjet fighters—speed above 600 miles per hour; combat radius 850 miles; service ceiling of more than 40,000 ft. Edward D. Rollert is manager for plant's aircraft program.

In its year-end review, Pittsburgh Plate Glass points out that Communist dominated China controls about 95 per cent of supply of bristle normally used in brushes—making quality paint brushes scarce, costly. Says increased utilization of quality synthetic bristle is necessary.

At year's end Willys-Overland announced a \$63 million order for military Jeeps, largest single Jeep order ever. New Jeeps are waterproof, capable of operating under several feet of water.

Profit sharing for employees at Pitney-Bowes passed the million-dollar mark in 1950 (total \$1,114,000). Cash payments ran to nearly a month's base pay for most employees.

Atlantic Steel's (Atlanta) President Robert Lynch announced the Company established 13 all-time production records in 1950. Credits full use of existing facilities plus better methods.

Fiftieth year of its service to industry was noted in January by Buckeye Brass and Manufacturing Company, Cleveland, leading manufacturer of bearing bronze.

President John Collyer, B. F. Goodrich Company, predicts record supply of new rubber, sharp decline in price of natural rubber in 1951.

Foundry men are running short of raw materials (pig iron) as steel production increases. Over two-thirds of their supply normally comes from steel makers who also use it in steel making.

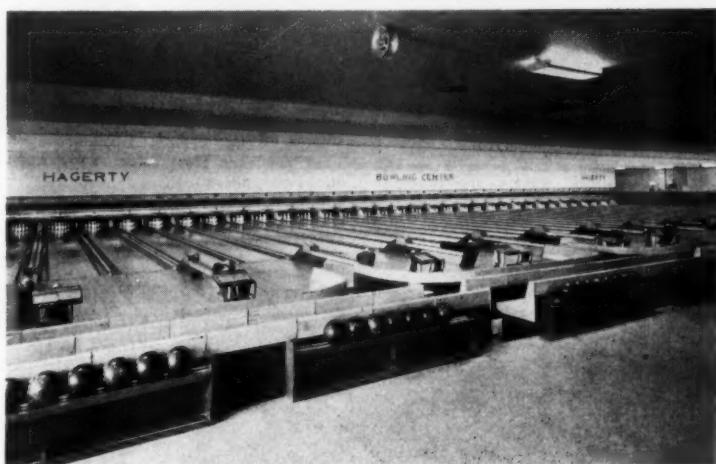
Migrant farm workers grow steadily more scarce as defense jobs gobble them up.

Administration's economic counselors say drastic tax increases must be imposed on individuals with lion's share coming from middle, lower tax groups. Estimates that of the total net income on all taxable returns, 86 per cent of what remains after Federal income taxes is calculated to be received by taxpayers with net incomes of under \$10,000.

THIRD ANNUAL NAF BOWLING CLASSIC

Toledo awaits you at Hagerty's New Bowling Center, Jackson at 12th Streets

MARCH 3 - 4, 1951



\$2000 IN PRIZES AND TROPHIES!

42 alleys available! These are last year's ABC Tourney alleys installed in a brand new building.
(Based on 200 entries)

SQUADS

SATURDAY

9:00 AM—12 Noon
3:00, 6:00, 9:00 PM

(For your preference)

SUNDAY

9:00 AM—12 Noon
6:00, 9:00 PM

2 in 1 sweepstakes with 5-man and individual awards.
Four games across eight alleys.

Calendar

1951

Feb. 1 Natl. Industrial Exposition & Conference, Long Beach Municipal Auditorium, Long Beach, Calif.
Feb. 1 Annual Management Conference, -2 Chgo. Campus, Northwestern Univ.
Feb. 5 NAF Seminar -9
Feb. 17 2nd Annual Management Forum, Kellogg Auditorium, Battle Creek, Michigan

Mar. 3 NAF Bowling Classic, Hagerty -4 Bowling Center Toledo
Mar. 10 Annual Northwest Management Conference Portland
Mar. 15 Amer. Society of Training Directors Convention Philadelphia
Mar. 31 Greater N. Y. NAF Area Conf. New York City, Hotel New Yorker
Apr. 30 4th Natl. Materials Handling Ex-
May 4 position, International Amphitheatre Chicago
May 24 NAF Board Meeting Fort Worth -26
Sept. 26 NAF CONVENTION CHICAGO -29

Round-up of Christmas Parties



"Lull before the storm" when Clark Foremen's Club gave children's Christmas party—with candy, gifts—2000 young and old attended.



1950 Scholarship winner Patricia Wawrzyniak greets members, reports on her freshman year, at Christmas party of Oliver-Cleveland Management Club.



Evidence of the "following" Great Lakes Steel Management Club has built in Detroit's downriver area is this youthful invasion at its Christmas party when 2000 attended. No "sprout" was turned away or minus a gift.



At Lake Erie (Engineering) Foremen's Club Christmas party, recipients of "special" gifts were (from left) O. Hoffman (abacus); J. Hess (six-weeks-to-month calendar); J. E. Knowles (coal, wood); L. Coleman (swindle sheet); E. Kuhnle (bullwhip); A. Stocker (skull cap); V. Swenson (shorts).



Christmas party was also ladies night at Queens County Management Club, Long Island, N.Y.

Operating Men Must be Personnel Managers

Wherever your personnel policies may be decided, the operating management men who carry out these policies are the true personnel managers.

OPERATING men are the real personnel managers of any company. Regardless of where the personnel policies in your mill are decided—in the board room, office of the works manager, management conferences, out on the floor in the shop—the men who carry out these policies are the true personnel managers. The personnel work of an organization cannot be housed within a certain department bearing that or any other exalted name.

Good personnel management means the management of people—the management of people in such a way that the efficiency of the working force is increased, thereby heightening production and sales, improving service, decreasing costs, maintaining or improving quality. Personnel management is a leaven permeating all phases of management. Responsibility for it rests upon every management man in the organization.

It is the responsibility of the personnel department to hire qualified workers in sufficient numbers to meet the requirements of the company and to participate in all activities that will tend to keep the employee a satisfied, cooperative, and productive worker. In other words, the personnel department should stand at the side of operating men to give them specialized aid whenever it is requested.

Operating Management Must Be A "Training" Management

I shall use training as an example of what I mean. In Alcoa, we believe that training is a "function" of management, not a "department." We are convinced that every operating man must be a trainer—that every man who is responsible for operation is responsible for training to the same degree. We are also sure that these men need help in order to perform the training function more effectively.

For this reason, top management in Pittsburgh, home office of our Company, decided to make available to all plants special help in training. A director of training was named. Before our program was planned, the training director visited all works in the Company—talked with the managers and heads of the operating departments. Of these men, he asked:

- 1) Do you need a job of training?

MANAGE February 1951

How do you know?

- 2) What would be your objectives?
- 3) What criteria would you accept as evidence that a successful job is being done? What do you think it is possible to do?
- 4) Will you act as the top trainer in your plant?
- 5) Will you accept training yourself as an example to your staff?
- 6) Can we start at the top in the training?
- 7) Can we give every management man in your plant an opportunity to get his ideas into the planning of the training program?

The answers to these questions gave us an opportunity to

- 1) Get the plant managers' and department heads' ideas on training
- 2) Incorporate everyone of these ideas possible in the program
- 3) Make sure of his contribution to the program and his participation in it.

After our first program was developed (new programs are continually being developed) from the ideas of the operating men in the mills, we then said to each works manager: "Here is a tool which is available to you. The training staff is ready to be of assistance to you by bringing to bear on management's problems its special teaching, writing, illustrating, dramatic techniques."

Some of the works managers said: "We like the idea and want to get started. Give us some help."

Here's What We Did

A plan was then worked out in which all the management men at a given location were divided into conference groups—18 men to a group. Each group contained a cross section of the management men of the plant. The leader of each group was a member of management who already had a full-time operating job. He was chosen as a conference leader because he was doing his present job well, had sparkle to his personality, and was genuinely interested in strengthening the management team.

By R. C. Turner, Director of Personnel,
Aluminum Company of America

These leaders participated in a special course of training in the techniques of good conference leading. They learned how to get the best ideas possible from each conferee; how to keep one man from talking too much and another from talking too little; how to arouse and maintain the interest of the group; and how to direct the thinking of the group toward a solution of the problem. These men were prepared to help other operating men perform the management function of training.

Reactions Of Operating Managements

We found, however, that even though a works manager liked a program, had set up the organization for putting it into effect, there was still a selling job to be done at each level of management in the organization. These, in general, are the types we had to deal with:

- 1) The hard-headed man interested in nothing but the physical process of getting the production out the door who will never "buy" any part of training.
- 2) The man who may at first be cold but can be sold.
- 3) The one who is sold on good training but who must be convinced that this training will pay off.
- 4) The one who is completely sold—who readily adopts any innovation when times are good, but quickly drops it when times are bad.

We spent little time trying to convince the first type, feeling that the good results gotten through well-planned training by their associates would do more to bring them around than anything we could say. The fourth type we distrust, because acceptance of a thing as vital as training must be on a basis of understanding and belief. (The non-analytical buyer may sell you down the river when times get tough.) The second and third types are the men to work with. Show them that a program can do a job for them. Show them the special rewards accruing to them from a particular type of training. Get their participation in planning, administering, evaluating it, and you're on your way.

(Turn to Page 28)

BORDEN DOES IT...CAN YOU?

We enter the "get ready" period. There's a scramble for manpower. Daily the situation grows tighter (except for isolated dislocations in employment during changeovers). And daily, supervision grows more alert to opportunities to reduce manpower requirements. Here's how one company has eliminated manual handling of materials.

THROUGH use of powered fork trucks and several thousand pallets, The Borden Company has entirely eliminated manual handling of the thousands of tons of material received

and shipped from its warehouse in St. John's Park Freight Terminal of the New York Central, on New York City's lower West Side. Same time, cooperation between the company and railroad has resulted in a coordinated handling of freight that has paid dividends to both reduced time, man-hours, and effort.

Handling 3,000,000 Pieces

Occupying 50,000 square feet on the third floor of the freight terminal building, The Borden Company yearly receives and ships 3,000,000 pieces of merchandise. It's in cartons, drums,

barrels . . . comprises such food stuffs as cheese, coffee and milk (the latter dried, condensed, or evaporated).

Goods arriving by freight car are moved by elevator to the third-floor warehouse area on pallets. These have been placed on 4-wheel flat trucks. Incoming material is palletized at the freight car. Flat trucks are moved from the elevators and discharged on the third floor. Upon delivery, storage battery-powered fork trucks, owned and operated by Borden's, take the pallet loads off the flat trucks, move them to assigned aisles, tier them in stacks. In case of cartoned goods, the

80% MORE GOODS . . FOR LESS—
Rail shipments received at the Borden warehouse space are palletized by railroad's freight handlers, delivered by elevator to Borden's quarters on the third floor. Delivery is on 4-wheeled push trucks which are "spotted" near elevator door. Storage battery powered fork trucks pick up palletized loads, move them to designated areas, tier them ceiling-high. Since adopting fork-truck-pallet method, according to Borden warehouse officials, 80% more goods are handled with "considerably less man-hours."



REFRIGERATED STORAGE . . . NO HEAT, PLEASE!—Because storage battery-electric-powered fork trucks, such as the one shown, operate heat-free (and fume free) they are only type of mechanized industrial truck operated by the Company within refrigerated areas. Warehouse officials point out that because of their perishable nature, some foodstuffs handled in the warehouse must be free from possible contamination from gases or by heat.

Electric Industrial Truck Association discloses how Borden has entirely abolished manual handling of thousands of tons of food products -- up to 3,000,000 cartons, drums, barrels annually -- with powered fork trucks and pallets.

layers are built in locked loads, assuring stability in stacking. Drums and barrels are palletized in predetermined patterns and tiered in storage.

Two divisions of the Company—"Grocery Products" and "Cheese"—occupy the third floor warehouse space. Each division operates its own fork trucks. Cheese Division places its merchandise in refrigerated areas immediately upon receipt. These areas have space assigned for "soft" cheeses, other types. Battery-electric fork trucks work in and out of the refrigerated areas—are specified because they operate fume and heat-free; no danger of contamination, no upset of rigidly controlled temperatures.

Full use of the cubic area is made by the Grocery Division warehousemen in stacking palletized loads, while in the Cheese Division use is made of racks within the refrigerated areas for holding palletized loads.

Freight handlers spot flat trucks at the cars and palletize the inbound merchandise. As the "flats" are loaded they are pushed—if within a short distance—to an area adjacent to the elevators servicing the building. If at some distance, the "flats" are coupled into trains, hauled to and from elevators by battery-electric tractors.

The elevators servicing the Terminal are double-doored, permitting quick discharge, or loading. As they are discharged of their loaded "flats" those which have been discharged previously, and which have been cleared of their pallet loads, are taken aboard for movement to the rail dock platform. The benefit to the New York Central lies in the fact that it receives the empty flat trucks soon after delivery to Borden. If cases were handled manually, return of the empties would probably take hours, not minutes. Advantage to the tenant is that time also is saved by handling incoming material in unit loads instead of piece by piece.

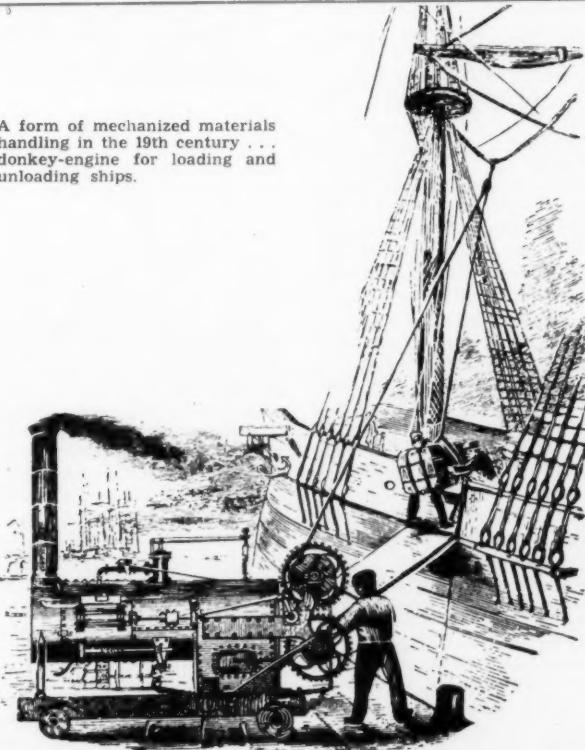
Warehousing Carload An Hour

As the flat trucks are delivered on Borden's floor, they are removed by



NO MANUAL HANDLING—Full utilization of cubic storage space through adoption of the fork-truck-pallet method in the warehouse area (rented by The Borden Company in a New York Central Railroad warehouse in lower New York City). Here is shown how three times as much material is stored on the same square footage of floor space through use of fork truck and pallets. Manual handling of merchandise, either incoming or outgoing, has been eliminated by Borden in the ten years since it first applied battery-electric-powered trucks.

A form of mechanized materials handling in the 19th century . . . donkey-engine for loading and unloading ships.



Borden employees, so that fork truck operators do not have to travel any distance to reach them, or to operate their trucks in limited space.

What about speed? A carload of merchandise, (anywhere from 1,000 to 3,000 cases) can be entirely warehoused in one hour.

In outward shipment, Borden outlets in Greater New York Area are serviced by highway trucks. In this operation the fork trucks and elevators again are coordinated. But here, pallet-handling hand lift trucks are used for horizontal movement. Orders are built up in uniform pallet loads on the shipping floor, with the result there has been a great saving of time, effort, space. On the warehouse floor the pallets are loaded on the elevators by the battery-electric fork trucks, while at the first-floor truck loading dock, the pallet hand-lift truck

moves the loads from elevator to truck-side. In case of large orders, the pallet is handled directly into the truck.

During the ten years since The Borden Company has made use of battery-electric fork trucks and pallets in handling of merchandise, methods have been devised so that approximately 80 per cent more goods are handled in the present warehouse—and with considerably less man-hours than in a previous operation.

The "heavy duty" fork trucks used by Borden each have a capacity of 2,000-lb. Each can tier a pallet load to an extreme height of 144-in. Spare storage batteries are maintained for each truck so there is virtually no interruption of operations at any time for lack of power. Only "down time" recorded is approximately 10 minutes for a change of battery. A preventive

maintenance program of checking, greasing, servicing the trucks has been set up, together with a thorough battery checking and cleaning operation. Maintenance costs have been "ordinary," Borden reports—so low it was not felt necessary to maintain special records on them.

Trucks are operated by Borden a full eight hours a day on a five-day week. Some seasonal activity accounts for longer use, but it's the exception, since all operations of receiving and shipping can be performed within an ordinary day.

Two sizes of pallets are used. Both the Grocery Products and Cheese Divisions use the 37"x43" pallet. However, for handling barrels and bags, Grocery Products uses the 48"x48" size. Pallets are two-way, double-faced, made of wood.

Party For Employees' Kiddies? Here's how to do it!

Your supervisory and union groups can take over the problems of that children's party you've been thinking about... perhaps for Easter, Fourth of July, Thanksgiving, Christmas.

KIDDIES of employees of the Robertshaw Thermostat Division, Robertshaw-Fulton Controls Company, enjoyed that delightful Christmas party—one both parents and children will recall through the year.

Idea for the party originated with the membership of the Robertshaw Foremen's Association. Its 142 members come from the Company's Youngwood and Scottsdale, (Pennsylvania) plants. For seven years an annual Christmas party had been held—for the children of its own members.

Early October, the Foremen's Christmas Party Committee met as usual to formulate plans for their 1950 children's party. A member of this committee suggested how grand it would be if such a party could be organized to include children of all employees in both plants... and the idea was discussed with much enthusiasm.

G. P. Grace, vice-president of the Division, was approached... there was that "matter of finances". After Mr. Grace had heard how anxious the foremen were to abandon their annual kiddies party in favor of a plant-wide event for all employees' children, he readily assented—offered the required funds.

Planning

An Executive Committee was ap-

pointed. Ralph Kiggins, a foreman, was elected general chairman. This Committee had 21 members: representing the Foremen's Association, the three United Steelworkers, (CIO) Union Locals, other employee organizations of both plants.

Next, a survey was made of the 2300 employees to determine the number of their children age twelve and under. Survey revealed a startling figure of 1944 children in that age group! Adding in the number of parents, the committee was confronted with the problem of adequate accommodations for entertaining 3000 or more parents and children.

The writer contacted the principal of Greensburg High School—learned the school auditorium seated 1600, could be rented for such occasion. Problem of attendance was then solved by planning dual functions and dividing the attendance into two groups.

Invitation Committee designed and distributed holly-decorated invitations to the employee-parents—and an individual invitation for each child, twelve

or under. Fifteen hundred adult invitations were printed—on a white background—with time of performance as 9 a.m. Remaining 1500 invitations—printed on green stock—indicated an afternoon performance at 1 p.m.

Legend on children's invitations required each child to present his or her invitation individually for a gift. This gave a form of "control".

Program Committee arranged for two complete shows. It engaged professional talent: animal acts, clowns, a cowboy with his trick ropes, and, of course, Santa Claus in person to greet the "small fry". Each show would open with delightful movie cartoons—45 minutes of motion pictures.

Gifts Committee purchased 2100 gifts: frisky mechanical horses, balloon dolls, shiny autos, bright red dump trucks, complete tea sets—for the "little" boys and girls up to the six-year age group. For the "big" boys and girls (up to twelve): electric football and baseball games, tile craft, modeling sets, bead and loom sets.

Decorations Committee transformed the auditorium into a Christmas "fairyland". A huge, beautifully decorated Christmas tree held a vantage point on the stage.

A First Aid Committee was formed. The plant nurses, matrons, and doctor would be in attendance "just in case".

A Safety Committee, headed by the captain of the plant guards and his officers, augmented by other volunteer employees, were there to direct the enthusiastic youngsters.

Forty feminine employee "ushers" worked with the Safety Committee in the seating—20 at each performance.

Chief of Police of Greensburg cooperated—detained a squad of officers to direct traffic, parking. Each employee who drove had been given a "Robertshaw" windshield sticker as identification for preferential parking.

Day before the party, the entire committee of 156 foremen and employees gathered for a "rehearsal" meeting.

Big Day Arrives

Promptly at nine on Saturday, December 23, lights in the auditorium dimmed . . . the first movie cartoon started . . . "Woody" the Woodpecker evoked squeals of delight from the capacity audience.

Following the movies, the master of ceremonies introduced President John A. Robertshaw of the Robertshaw-Fulton Controls Company. He gave an official welcome to the "Robertshaw Family". A Christmas message from Vice President G. P. Grace followed.

Clowns cavorted with donkeys . . . trained dogs barked "numbers", turned somersaults . . . cowboys and cowgirls went through intricate rope tricks. As the final act closed, Santa's sleigh bells could be heard outside the auditorium. That "man of the hour" had arrived to distribute the gifts.

Gifts were stacked in separate sections of the auditorium lobby—large overhead placards indicated the six



As 2100 take-home gifts were hugged tightly in those beloved little hands . . . (After-thought: And under what other enterprise system are such activities possible, today?)

age groups. Santa's "helpers" distributed 900 individual gifts at the morning show in 20 minutes—800 gifts at the afternoon show with equal speed.

Attending the morning performance were 1500 employee-parents and children—1300 attended in the afternoon.

The Robertshaw Employees' Children's Christmas Party was a grand success. Splendid cooperation and detailed planning had overcome the many

and varied problems. That "idea" of the Robertshaw Foremen's Association will be an annual event henceforth—for all employees' kiddies!

New 'Fight Waste' package

Philadelphia—Something extra special in service to MANAGE readers is announced this month by Henry Dissston & Sons, Inc. (see inside front cover). This unusual offer, essentially, is a working plan for supervisors interested in fighting waste, effectively—a program in which executive management is extremely interested as production goals go higher and manpower shortages become more acute.

Basic tools in this campaign, which any alert foreman may have for the asking, consist of a package of handy instruction cards giving facts about the most efficient use of various cutting tools (and their proper care). Armed with these, foremen can more readily insure (1) quick and proper training of new workmen and (2) the most productive use of time, effort, and equipment. Included is a manual "The Pocket Foreman" on how to boost productivity, how to fight waste.

Here is one package that every foreman, who wants to show his alertness and competence as an effective manager, should obtain and make full use of.

ROBERTSHAW EMPLOYEES' KIDDIES' XMAS PARTY

PLACE—Greensburg High School

TIME—Saturday, December 23d.

Parents' invitations are colored:

WHITE (morning) Show starts at 9:00 A.M. promptly.

GREEN (afternoon) Show starts at 1:00 P.M. promptly.

Please bring your children on time for these performances. Be certain to attend the performance indicated on your invitation to avoid over-crowding.

PARKING—"Robertshaw" Windshield Stickers.

Greensburg Police are co-operating. Request a "Sticker" from your "Invitation Committeeman" which will identify your auto to the Police for special parking.

GIFTS—All Children Must Have Their Individual Invitation to Present for a Gift. This is necessary to properly and adequately distribute the vast number of gifts.

PARENTS—Children Must Be Accompanied by Parents or Guardian.

This is necessary for the protection and safety of the children. Your co-operation will help make this party a success. We wish you and your children a day of real fun and a

MERRY CHRISTMAS!

General Chairman . . . and
The Committees

Plant Bulletin publicized several important instructions.

WHAT IS A FAIR PROFIT?

By Fred G. Clark and Richard Stanton Rimanoczy*

I

NOT long ago the mailman brought us a letter from one of our more philosophically-minded readers, who wrote:

"You speak of profits as being 'the cost of using the tools.' That being the case, is there such a thing as a 'fair' profit, and what is an 'excess' profit? Should the objective of management (with respect to profits) be limited, or should profits be whatever the traffic will bear?"

This opens an interesting area of thought.

The idea of "justice" and "fairness" has been kicked around in intellectual debate ever since the Greeks began to discuss ethics.

But it is a durable topic that has remained interesting throughout the centuries.

II

IN the first place, to whom is a "fair" profit fair, or an "unfair" profit unfair?

There are three groups of people who must be considered when we decide the "fairness" of the amount collected from the customer on behalf of the owners of the tools that are used in producing the product:

- 1) The customers who pay the charges made for the use of the tools.
- 2) The employees who make their living using the tools.
- 3) The stockholders who receive the money collected for the use of the tools.

To settle this question of "fair" price, we must examine the interests of all three of these groups.

III

BUT before doing this, let's see what the selling price (which contains the profit) must be.

First, it must be low enough so that the customer is willing and able to pay it; otherwise the goods would not be sold.

Second, it must be high enough to pay a decent living wage to the employees who produced the goods; otherwise no one would be willing to work for the company.

Third, it must contain a "profit" high enough to persuade the owners of the tools (the stockholders) to keep on supplying these tools; otherwise the tools would be allowed to wear out and would not be replaced.

In addition to these three "musts" there is a "should."

The selling price *should* be high enough to attract new companies and new investors to enter the field and compete for the customers' dollars, thereby forcing maximum production efficiency upon all companies in the field: that is the procedure that has accounted for America's steady progress toward better products at lower costs.

In other words, it is unfair to the public for a company to sell a product so cheaply that the business is unattractive to new competitors.

IV

WHERE does this leave us?

A profit that is fair to our first group—the customers—is a profit that is *low enough* for them to afford, and *high enough* to keep the field keenly competitive.

A profit that is fair to the second group—the employees—is a profit that is *low enough* to please the customer, and *high enough* to keep the owners interested in maintaining and improving the stock of tools with which they—the employees—earn their living.

A profit that is fair to the third group—the owners—is a profit that is *high enough* to reward them for the self-denial they had to practice in order to supply the tools.

V

THIS may seem complicated, but actually all of these requirements work out automatically under the natural pressures of a free competitive market.

It is true that at any given moment there are a multitude of prices swinging in small arcs between the too-high and too-low areas.

But their correction is automatic because, if a given business is *unprofitable* some of the competition will quit and the survivors are able to show better earnings: if their earnings are *too good*, it is never long before new competition enters their field.

For this reason the successful firms are careful *not to make "too much"* money, preferring to make a good profit, but not one that will make their pastures look too green from the other side of the fence.

VI

THE moral of this tale is as follows: if we allow the free competitive market to function, there will be no "unfairness" for any length of time.

In a free market, *time wounds all "heels"* and it doesn't waste time doing it.

* Respectively general chairman and editorial director of the American Economic Foundation . . . —No. 18 in *MANAGE Series of Economic Treatises*.

FOREMEN RING OWN SCHOOL BELL...

Exec credits NAF tie-in

Vice president of Robertshaw-Fulton Control adds up results from affiliation of Thermostat Division's foremen with national management group . . . says foremen "asked" for classes.

Last month in an editorial feature *MANAGE* praised AMA production conferees for their attention to foremen development. Suggested the importance of insuring first, however, that supervisors "want" such training—pointed to the NAF management club as structure to bring about such attitude. Here's a case study which gives weight to the suggestion.

AS early as 1925 the Robertshaw foremen met as a club and had many educational and social gatherings, but it wasn't until 1936 that they organized themselves into a club known as the Robertshaw Foremen's Association, with by-laws and regularly scheduled meetings.

This organization brought the foremen and management much closer together than they had been in the past, and such meetings brought the realization to management that if it were to be a successful organization, the foremen must be an integral part of management.

In 1940 two members of our Foremen's Association were delegated to attend the convention of The National Association of Foremen. Both our Foremen's Association and management felt that in order for the Foremen's Association to advance and grow, it was necessary that it become affiliated with other Foremen's Clubs to broaden the experience of its members.

Our representatives who attended this convention were very favorably impressed with the NAF, and particularly with its Code of Ethics and the high calibre foremen they met at this national event. They were firmly convinced that if their foremen's organization was to progress, it would be necessary for them to become affiliated with the national organization.

At the first meeting after their return from the convention, a resolution was passed that a representative of the national organization be asked to come to visit the Club and explain to the body,

the aims and purposes of the NAF. Shortly thereafter, a representative of the NAF visited our foremen. After he had fully explained the aims and purposes of the NAF, the members of our Foremen's Association were very much impressed. They confirmed the opinion voiced by their representatives, who had attended the national convention, that it would be beneficial to our organization to become affiliated with the national organization. A motion was passed by the Club that we apply for membership in the NAF.

MANY years have passed since we became associated with the NAF. Representatives of our Foremen's Association have attended each and every convention. They have attended seminars in Dayton. Speakers from the National Association have visited our association and plant. Our foremen have become acquainted with foremen from other organizations throughout the country. They have gained broad experience by this association, and as a result our foremen have learned the advantages of education and have continually strived to improve themselves. They have asked our company to conduct classes throughout the winter months of each year on problems of manufacturing and management, which have helped them to become better members of the management team.

The results to the company and the foremen themselves have been most gratifying. The industrial relations and efficiency of the plant have improved. The foremen have earned the right in their profession to become an integral part of management. They have accepted the responsibilities of their jobs. Many have advanced to higher positions in the company. They are now taking a very active interest in civic activities of their communities and are a credit to their profession.

I am sure our foremen could not have obtained the broad experience and training had they not affiliated themselves with an organization such as The National Association of Foremen.



G. P. Grace

G. P. Grace
Vice President



FACT and OPINION



By The Editor

Yes, Pay As We Go . . . But How About Another Look?

MOST any day some of his men may be asking a foreman his ideas about the big Federal expenditure ahead—and the tax load that comes with it. What is he prepared to say about it?

It seems to us that one thing should be cleared up at the start. This talk about \$26 billion being paid by *individuals* and \$20 billion by *corporations* is a favorite political smoke screen. Corporations only collect taxes—all they pay is in turn passed on in the product prices to purchasers. *Excise* taxes (about \$8 billion) similarly are "passed on." This should give the individual man some idea of his Federal tax load, aside from what he pays in his own income tax return. It represents about 100 per cent of the Federal "take" as presently estimated.

The above add up to about \$55 billion—against the now proposed expenditure of \$71.5 billion for the next fiscal year. To "pay as we go" we'll have to dig up, on that basis, about \$16 billion more.

There are two ways of looking at this problem. If we accept the \$71.5 billion as the *least* the Government can possibly get along with, then to achieve *pay-as-we-go* will cost us this additional \$16 billion.

Most everyone favors *pay-as-we-go*, if we can stand it. For if we do otherwise, the Government would then have to operate under a deficit. It has been this "deficit" financing (Government arbitrarily increases the supply of money, thus decreasing value of all money in circulation) which has been mainly responsible for the inflation mess we're already in.

It is likely, however, for political reasons, that our politicians will hesitate to exact \$16 billion in additional taxes. Some guess that about \$7 or \$8 billion is as much more "take" as they'll ask for, lest people become too aroused and begin to look too closely at "pet" expenditures. If so, we would be setting our *goal* as "pay-as-we-go," but fail to achieve it. Even worse inflation would then result, price control notwithstanding.

What is the other view of this problem? If the contemplated expenditure of \$71.5 billion could be cut substantially, say by \$6 to \$8 billion, then *pay-as-we-go* could possibly be achieved.

There's a tendency to take "Washington's" word for the need in such critical times when a big part is asked

for the military. Yet, there are two aspects which should be checked closely:

- 1) Military is known to indulge in much needless extravagance;
- 2) There are non-defense expenditures in the budget which can be cut.

For example: Even if Congress accepts the military budget figure, there remains nearly \$30 billion in spending for other than "guns and soldiers." Of this, some is fixed cost, such as interest on the public debt. But even when such items are subtracted, there remains close to \$20 billion, we understand, which is "open to economy"—*if we demand economy*.

Senator Byrd believes, for example, that we can trim as much as \$7 billion, without harming *essential* services. He's one of the most qualified to speak on such matters. He outlined, in a letter to the President we are told, exactly how these economies could be effected.

If we can achieve such economies, *pay-as-we-go* may become a *reality*—and inflation could be curbed. *Of course, Stalin would be very disappointed.*

Importance Of The Annual Bowling Tournament

INDUSTRY has found that many recreational activities help develop improved teamwork in industry. Bowling is one such activity.

But teamwork in industry's ranks can achieve little without teamwork on the management level. That is why we believe that the annual bowling tournament of The National Association of Foremen (Toledo—March 3-4) is a worthwhile activity—because it contributes to the growth of teamwork among management men.

Foremen's Changing Status

THE importance of the foreman and supervisor in industrial operations is being recognized more and more by executive management, according to John Convery of the Industrial Relations staff of the National Association of Manufacturers. Mr. Convery pointed this out when addressing the annual convention of the American Vocational Association in Miami, recently.

He reviewed the changing status of the foreman in American business the past quarter century—asked the assistance of vocational educators in top management's attempts to help foremen to do a better job.

In an article in this issue, Director of Personnel R. C. Turner of Aluminum Company of America emphasizes that operating men must be personnel managers, for example. This means foremen and supervisors must find the time more and more to familiarize themselves with good personnel practice.

Speaking before two score of newly elected members to the Board of Directors of The National Association of Foremen in Dayton last month, Glen Massman emphasized that foremen who will not devote increasing time to study of human relations techniques and leadership development are "through"—will inevitably be replaced as supervisors.

The new president of the Merchants & Manufacturers Association at Los Angeles, Bryant Essick, calls for more emphasis on supervisory training in the face of the production job ahead.

As reported last month, the American Management Association is focusing its attention upon supervisory training as a vital factor in increasing productivity.

These are the "signs of our times." Those in a supervisory capacity who read these signs and take the necessary steps to prepare themselves are simply displaying good common sense. Failure to keep in step with these trends is certain to bring tragic consequences.

Which Reminds Us . . .

THE subject of their new foreman came up almost at once as Joe and Larry sat down together for the noon-day break and food.

"Well," Larry began. "I'll say one thing—old Jake's hat still fits him."

"And why shouldn't it?" Joe wanted to know. "He's just the same guy—no different from you or me, or anybody else."

"Except," Larry amended, "that he managed to put a little extra something on the ball, and got to be foreman."

"He's no smarter than I am," Joe



Tad Lincoln, President Lincoln, and General Grant at a railway station. (Sketch from life by Winslow Homer.)

went on. "One of these days—or nights, I mean—I'm going to start taking a course at the vocational school, and get me a foremanship myself."

"Could be," said Larry, biting into his first sandwich.

"Waddya mean, 'could be'?" Joe demanded. "I'd like to see anybody try to stop me!"

"That's what I mean," Larry grinned. "It's a free country—and nobody's stopping you!"

"Check," said Joe.

"And a guy can get as far as he wants to get, if he's got the stuff it takes," Larry continued. . . . "Think I'll do a little boning up for a foremanship myself."

"O.K. by me," said Joe, opening his lunchbox.

"The thing to remember," Larry pointed out, "is that the higher you go, the more responsibility you've got to be ready to take on. That's something to think about, too."

"I'm thinking," said Joe, his mouth full of roast beef. "And I still like the idea."

"Me too," said Larry. "But I'm not going to kid myself that you get to be a foreman because somebody likes the color of your pretty blue eyes. You've got to have, or get, that extra something—savvy, or whatever you want to call it. And you've got to be ready to take on the extra load of responsibility and risk."

"I'll buy that," said Joe. "Right now, though, I'll match you for who buys the cigars!"

★ ★ ★

Larry and Joe are "right on the beam" here. They know it takes that "extra something"—drive and study mostly—to win a foremanship today. And when they get theirs, they'll find it takes even more of the same to hold it. As NAF's Levy has put it so often, so aptly: "These days a good foreman has to run like the very dickens just to stand still."

"They say hand signals for motorists may be abolished because everybody's got his hand out these days."—Billings (Mont.) Herald.



NEW OFFICERS of Hammond (Ind.) Management Club (from left) Leonard Ciatsko (V.P.); Ray Cutler (P.); Chas. Melia (T.). Secretary Morgan Richards missing from photo.

Employment Relations

Edited By

Charles A. McKeand



Don't Let The "X" In Confusion Get You Down

THE present state of mind of practically every citizen, be he a government official, a member of management, or a member of the American work-force, is identical to the current story of the man who frequented Washington in the attempt to work out matters of government contracts for his firm. After weeks of being shuffled and shuttered from one place to another, he appeared in the lobby of one of the prominent hotels with a very large badge on his coat lapel carrying the initials B A I X. A friend asked him what it meant, and he said, "Boy, am I confused". The man said "But, confused is spelled C O N F U S E D, and it does not begin with an 'X'. And the man said "That shows just how confused I am".

The writer is just as confused as everyone else and confesses that perhaps an admission of that fact is a good way to start this column.

Our National Defense

OF course, the thing uppermost in everyone's mind, regardless of what they do, is the state of the nation and our national defense program. Out of the confusion there is beginning to emerge a very definite plan in which General Marshall, Secretary of Defense, is playing a prominent part. He is emphasizing the necessity of our developing facilities for production rather than an all out effort to accumulate material as fast as we can. He is looking beyond the present appropriations and the present emergency.

It is apparent that the thinking of top side officers of the Defense Department is that we will undoubtedly experience high tension and little wars for a considerable period in the future, some even labeling their thinking as a ten year plan. They stress that in the urgency of meeting these "little war" requirements, we should also lay down the facilities for real productive effort.

At the conclusion of the second world war we experienced a psychological attitude, which, if permitted, even in part, to permeate our thinking through the next few years, might be disastrous. Specifically, we must not swing from the blush of victory in some small situation to demands for immediate demobilization, and then swing into national embarrassment and

anger over a reverse, and demand an all out effort for production and defense.

Everything that has appeared in writing and every act of those who direct Russia and her satellites clearly indicates their ultimate goal—the complete subjugation of the world to Communism. Anyone who thinks that we can rush out and pick up brick bats, pick axes and the old family shot gun and meet this onslaught, or that we can turn the tide by argument or threat is indulging in fantastic flights of fancy.

This is a conflict for the control of men's minds, and it will only be concluded when one or the other side has won.

Under the long range or "ten year" plan the Armed Services would absorb permanently 20 to 25 per cent of our effort if we lay the lines for production and operation now. There would be four to five million permanently in the army, which would by its turnover create vast Reserves. Our military cost would run from 50 to 75 billion dollars annually. Our civilian life would be geared to both the production of guns and butter. All of this can be done if the idea can be brought home to the majority of our people that we face a real task and not a conflagration that can be put out by an extra amount of water. There must be long range planning. Therefore, we can expect a long period of tension, the worst possible end of which could be war before we are ready.

The Problems Of Management

IN all of this there are many problems for Management, and when we speak of Management we express the NAF philosophy that all men from first line supervision to the chairman of the Board are members of the Management team.

Life will grow more and more complicated for everyone in Management ranks. In all probability it will not be a very happy life.

Top side will find itself in the position it was in '45, and from which it escaped at that time. There will be rules, regulations, red tape, orders and counter orders, boards, committees, investigators.

Business will be told how much material it can buy, the inventory will be controlled, and even what it can use its materials for. It will be told

(Turn to Page 27)

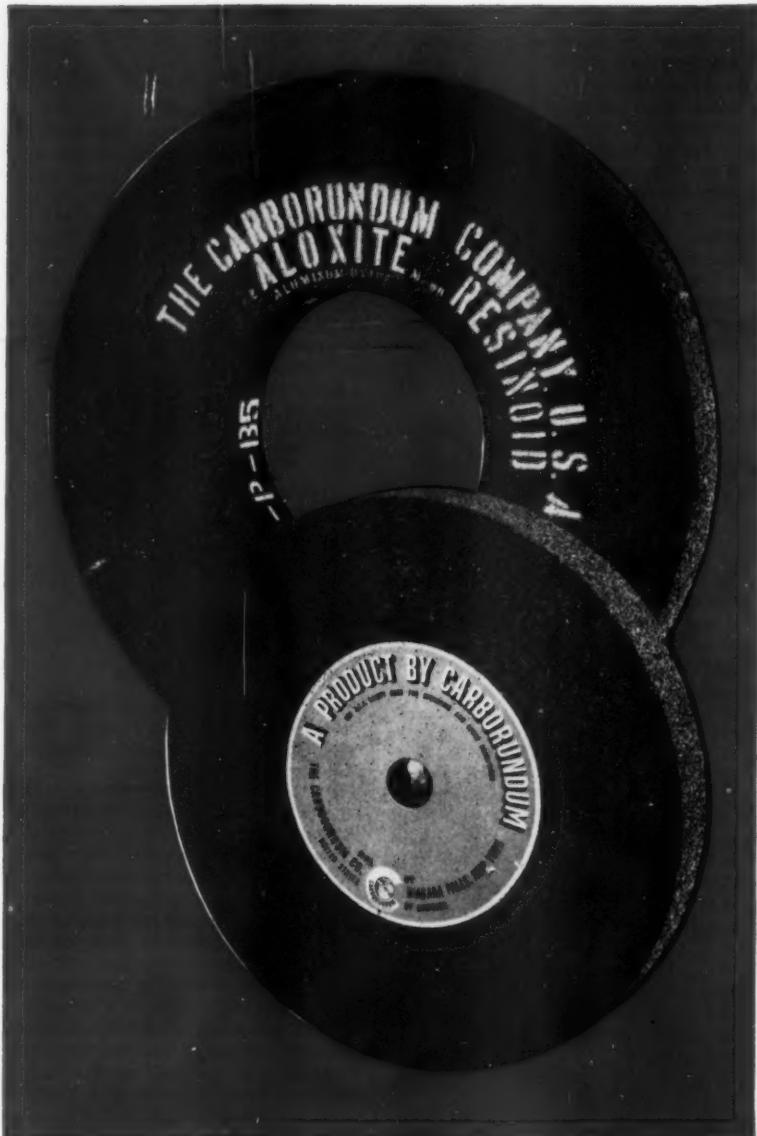
It takes the **RIGHT**



TYPICAL OF MORE recent developments by CARBORUNDUM are new bonds that are setting records for productivity in high-speed grinding operations... for efficient cutting in low-speed grinding of high tensile strength metals... and for production economy in grinding gray iron, hard malleables, semi-steel and non-ferrous metals.



INDUSTRIAL CLOTH BELTS, with special thermosetting resin bond, resist frictional heat... permit faster grinding speeds and higher production rates. They cut clean, fast, true and much cooler than ordinary belts. Recommended for tough hot grinding jobs.



Only **CARBO** TRADE

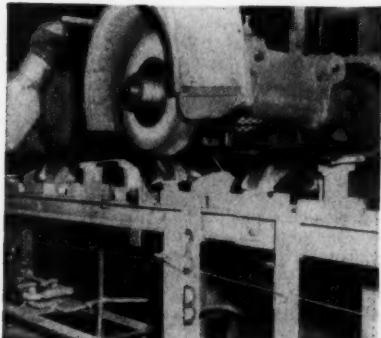
"Carborundum" and "Aloxite" are registered trademarks which indicate manufacture by The Carborundum Company, Niagara Falls, New York.

Abrasive to do the job **RIGHT**



Efficiency and economy in metalworking are more important than ever in these days of constantly rising production costs. Vital in this connection is the use of the *right* abrasive in each cutting or grinding operation.

Only CARBORUNDUM manufactures a *complete* line of abrasive products from which proper selection can be made. Only when you order products by CARBORUNDUM can you be sure of impartial recommendation of the *right* abrasive for the job, in every case. For most efficient, economical results throughout—standardize on abrasives by CARBORUNDUM.



ALOXITE TP aluminum oxide grain has the fast cutting action needed for polishing hard metals. It is being used in an increasing number of plants for polishing all types of steel and other metals of high tensile strength.

RUNDUM

MARK

makes ALL Abrasive Products... to give you the proper ONE

Training Today's Supervisors



Edited By
Louis Lerda

● This article by Harvey C. Marmaduke, representative, Executive Department, Illinois Central Railroad, is based upon years of research and practical experience. It was put together to aid young and newly appointed supervisors to grasp quickly the full responsibilities of their jobs. The material also may be valuable to older supervisors.

Because industries have much the same material equipment, the supervisor's principal job is that of leading people. To this end, it is hoped that "SUPERVISION FOR SUPERVISION" will prove helpful.

The article is a condensation of a 45-minute talk Mr. Marmaduke has given to many supervisory groups. It includes some 25 cartoon type charts (35" x 40") as here illustrated.

RAILWAY AGE featured Mr. Marmaduke's material recently. Since then it has been printed in part by five national magazines, has been translated into Spanish by one railroad for use in Mexico.

* * *

Super-Vision . . . For Supervision

IT has long been my feeling that too little time and down-to-earth thinking have been devoted to keeping the personal development of people in industry apace with technological progress. This feeling encouraged me to

HARVEY C. MARMADUKE . . . from messenger boy to Executive Department representative . . . came to Illinois Central in his teens; eventually accountant, chief clerk to a division superintendent; operating statistician at Chicago; chief clerk to vice president and general manager; manager, Employees' Suggestion System and representative, Executive Dept. . . . Education: YMCA night school. Enthusiastic about people, interested in adult education, safety, training (lay member Com. on Personnel Relations, Univ. of Illinois—five years). Member: AMA; Executive, Traffic, Western Railway Clubs of Chicago; Sigma Kappa Phi.

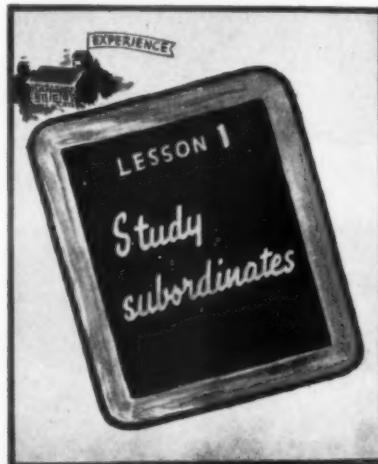


develop this presentation. It is an account of my observations and experiences as well as the experiences of others, garnered in more than 40 years in the business world.

Five Principal Lessons

What can be done to help men in positions of responsibility to acquire the supervision they need as supervisors and leaders of people? My feeling is that the positive approach is to encourage the supervisor to study the lessons learned by his predecessors in the school of experience. There are five principal lessons to be learned: (1) study subordinates; (2) be human and considerate of others; (3) delegate responsibility; (4) let

The alert boss searches for qualities in his workmen which make them "tick."



others in on plans; (5) make people want to do things.

Let's analyze these lessons one by one. For Lesson No. 1, study subordinates, our artist (see chart) shows a supervisor literally taking the measure of a worker. If we are to get things done through people, a continuous study of people is a "must"—because they vary so widely.

Studying those around us reveals that praise may spur one person to great heights. It may only inflate another. Constructive criticism is a tonic for another. There are those, too, who do not respond to either criticism or praise.

The capable boss, in my opinion, hunts for the things that make his workers "tick," the things that will move them to greater effectiveness. He searches beyond the immediate work situation, too, because people's motives and attitudes are conditioned by personal history and home life.

The supervisor will find that developing others to succeed him will accrue to his credit. He ought not get the notion that a supervisor must smother the abilities of others to succeed. I think it works just the opposite—and the degree to which we develop those around us reflects our own leadership abilities.

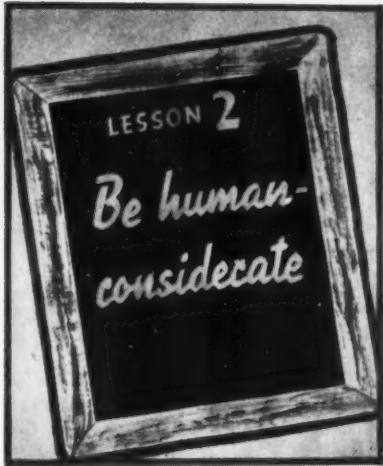
Become "Builder Of Men"

The supervisor's goal should be to become a builder of men. I like to think of three men in my own experience who greatly influenced my life. The first man was the type who didn't want to use our ingenuity. He wanted to do all the thinking. He didn't want us to change a "t" or an "i". He never let us in on anything that went on or was going to happen. He seemed afraid to let us learn enough about the department to be of any real assistance to him.

The second fellow started at eight

If he is to work at top efficiency, taking a man's measure is a "must."





Warm relationships, born of being human and considerate, become a primary goal.



By studying, then praising his workers, unbelievable results can be achieved.



The considerate supervisor . . . takes a sincere interest in his employees' problems.

o'clock in the morning to put jobs on top of the bookcase to be done after supper or on Sunday. He showed great lack of organization ability.

The last of the three was dishonest. I don't mean that he would take the silver out of my pocket. He was dishonest in another way. He would make slight changes in the work of subordinates to get the credit for himself. Everything had to be changed to put *him* in the best light with his bosses.

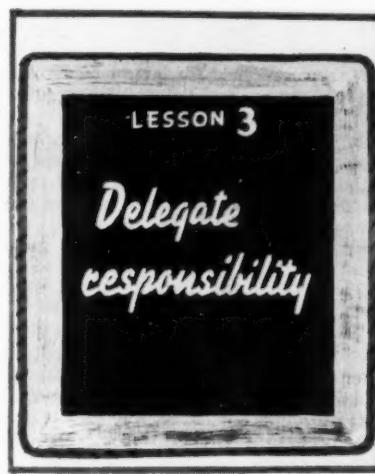
As I was coming along as a young fellow, I saw nothing in these three men that I could copy to become a successful supervisor. This became more apparent through the years, and I came to the conclusion that a good plan for me to follow with any problem that arose would be to analyze it and think how these three men would have handled it—then to do just the opposite.

The point, whether we recognize it or not, is that our workers and younger supervisors are using us as models. What we do, what we are, has an important bearing on the lives of those we work with. The greatest compliment one can earn is to be known as "a builder of men."

How To Be Human

The keystone to building such a reputation is to be human in everyday situations. (Note the chart picturing a supervisor first studying and then commanding a worker.) This should be true in all our contacts with those above us and below us. In other words, live the Golden Rule. Unfortunately, we all are not warm-hearted by nature. It is hard for us even to be cordial to certain people and they in turn with us. We must recognize this and take steps to develop warm relationships with those around us.

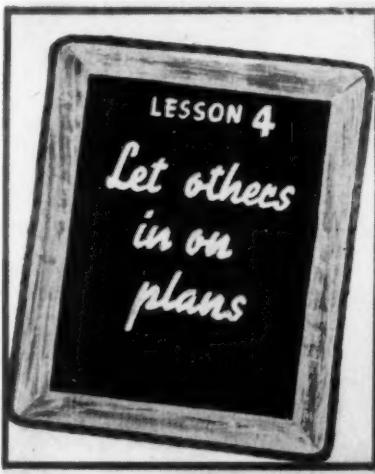
How? I do not know of a set formula. Among the accepted devices are to use



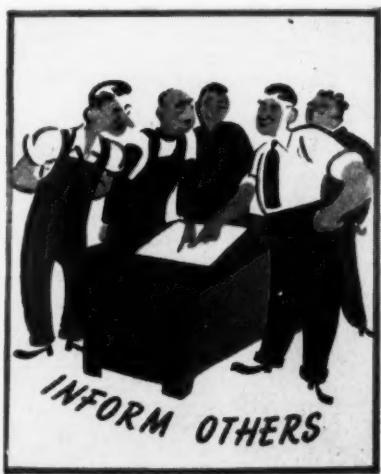
Learning to delegate responsibility adds up to an important factor in supervision.



It would be a mistake to lead the band . . . then try to play all of the instruments.



If others are permitted to take part in making changes, things will go smoothly.



One way is to ask for their suggestions . . . oftentimes you'll get a good idea, too.



Mark of a true leader: he gets his workers to "want" to do it.



Men who are led, not driven, show a desire to help him.



Highest tribute a boss can earn: he "builds" his men.



Praise often and publicly . . . criticize sparingly, privately.

first names, discuss hobbies and not too personal family matters, help workers over rough spots. Sincere moves of this sort will pay dividends in friendship as well as in accomplishment.

The supervisor must learn to like people and seize every opportunity to take a sincere interest in their problems. This means that we will be considerate, which is the essence of being human.

Everyday consideration of others is reflected in the little things we do. The considerate boss is courteous to his workers and fellow supervisors. He makes his wishes known by requests or suggestions. He puts himself in the places of workers when making decisions affecting them. He treats their pride, personalities, self-respect as assets.

If it is necessary for a supervisor to criticize a subordinate, this should be done in private, not in public. And most important, make the criticism constructive! On the other hand, praise should be given in public. Let the worker know how he is doing. Praise often, but sincerely! Never fail to recognize and give credit to the one who is responsible.

A most important part of a supervisor's development is learning to delegate responsibility. Never try to lead the band and play all the instruments.

Important to the successful delega-

tion of responsibility are (1) spelling out responsibility in a clear-cut manner; (2) fixing limits of authority; (3) keeping control; (4) fixing standards. Delegating responsibility is a "must." We are not good supervisors if we don't delegate—just as a man is not a good machinist if he cannot overhaul a machine. Unfortunately, this rule is frequently violated, with serious consequences.

The fourth lesson from the school of experience is the importance of letting others have a part in making plans and programs. Of course, there are certain things that cannot be discussed too far in advance. However, it is a good plan to discuss changes with those concerned before they are in final form. This gives them a part in the plans.

Let others have a part in making changes and things will go more smoothly—because they will assume a certain personal responsibility for the success of the plans. Above all, give courteous hearing to the ideas of others.

I wish to emphasize that the supervisor should temper his decisions with the ideas of others. No one expects the boss to be infallible. He must be willing to change his mind. If he is wrong, admitting it will cause others to gain confidence in his fairness and honesty. Once subordinates know that the boss truly wants their thinking and ideas, they will be eager to help.

That brings us to the last of our five lessons—make people want to do things. What we must learn here is best said in the words of an eminent authority: "Workers want a boss who uses a baton—not a club. They want to be led—not driven. Some supervisors still believe the only way to get workers to do what they want them to do is to drive them. The 'get going, I'm boss—you'll do it my way or else' method will erase the supervisor from the business map faster than any other mistake he might make."

It is necessary to learn the true meaning of the word leadership. People do things reluctantly for the driver because he forces them, but enthusi-

astically for the true leader because he makes them want to follow his wishes. Frankly, I feel that following the previous lessons will make the accomplishment of this one a matter of course.

I wonder if it isn't a good idea for us all to make a mental check of ourselves occasionally. I wonder if, as supervisors, we shouldn't stand up and "take a walk around ourselves" and see if we really are measuring up to the standards set for us. Are we alert and fair-minded? Are we developing our leadership abilities? I firmly believe that we all can benefit from a good, long look of self-appraisal.

Super-Vision Prescribed

If I were a great oculist, I think I could give people "super-vision" by prescribing a pair of bifocal glasses with the distance vision for looking ahead, for planning, and the short vision for the job to be done here and now. Of course he would be cautioned not to work with the vision out of focus.

Here are the ingredients I think I would write into this prescription. I would recommend that humanness, consideration and kindness be ground into the lenses. Then there would be an ingredient that would give the ability to delegate responsibility; and one that would help us see the value of studying subordinates; another reminding us to let others have a part in plans and programs.

Finally, I would have them grind into those lenses a permanent reminder that a good leader cracks no whip—jab no needle. He gets things done through people by making people want to do things. These glasses, then, would give "super-vision" and insure a bright future.

Books Will Help

M R. MARMADUKE believes that the reading of good books is essential to being a successful supervisor. Three books that he has found particularly helpful are: "Developing Your Executive Ability," by Howard Smith; "Management Can Be Human," by Harvey Stowers; and "How to Avoid Work," by Dr. William J. Reilly.

Save Fingers
with
Industrial Finger Guards
Lower Your Hand Protection Cost

Hundreds of factories save time and injuries by protecting workers with Industrial Finger Guards. Used for handling rough or sharp articles, for buffing, grinding, sanding, polishing, and punching, wood and hundreds of other jobs. Protect fingers or thumbs, front or back, from cuts, abrasions or blisters. Various designs made in several leather and other materials, with elastic back for snug, cool, comfortable fit. Sizes for men or women. Send 10c each for samples. Catalog of Safety Apparel Free. Write.

INDUSTRIAL GLOVES CO.
1680 Garfield, Danville, Illinois
(In Canada: Safety Supply Co., Toronto)

Steel Grip
INDUSTRIAL
Safety Apparel
TRADE-MADE
Famous Industrial
Safeguards Since 1918

Management News

Materials handling confab

New York—Many problems of materials handling in the metal and machinery will be considered at the Materials Handling Conference which will be held concurrently with the National Materials Handling Exposition at the International Amphitheatre, Chicago, April 30-May 4, inclusive.

The conference, most extensive ever undertaken in the field, is sponsored by the American Material Handling Society.

Metal and Machinery executives also will find scores of machines specially suited to the industry among the thousands which will cover ten acres of exhibit area, both indoors and out

Among the topics of prime interest will be "Bulk Handling and Storage Methods for Solids," "Yard Handling Methods for Pipe, Structural Steel and Odd Shapes," "Ways to Beat Wet Grounds and Bad Weather in Yard Handling," "Incoming Raw Materials and Components," "Coordinated Handling Through the Production Cycles," "Plant Warehousing and Shipping," "Hard Goods Assorting and Warehousing."

Three sessions will be devoted to unit loading and packaging methods, a series of recent developments which is engaging major attention among engineers and production executives. One session will consider such unit loading with pallets and skids; a second, without pallets, and a third, to the latest developments in unit load packing and packaging.

Other sessions will include a discussion of fundamentals; methods of making a materials handling survey; relationship of handling to other departments; analysis of what constitutes materials handling costs, and methods of presenting a materials handling program to top management.

Admission to both exposition and conference will be free. Advance registration cards may be obtained from Clapp & Poliak, Inc., 341 Madison Ave., New York 17.

New officers at Hammond

Hammond, Ind.—Through courtesy of the American Maize Foremen's Club, the Hammond Management Club's December election meeting was held in their splendid Daly Hall. These officers were elected: Ray E. Cutler (P), Metals Refining Co.; Leonard Ciastko (V.P.), American Steel Foundries; Morgan Richards (S.), Metals Refining Co.; Charles Melia (T.), Calumet Welding & Machine Co. Board of Con-

trol: James W. Pendorf, Metals Refining Co.; Paul Mcier, Purdue University; William Lowry, Chamber of Commerce; Thornton Higgins, American Maize Products; John Rosinko, W. J. Holliday & Co.; A. L. Schwan, NAF; L. C. Beatty, Beatty Machine & Mfg. Co.; Max Pearson, Metals Refining Co. Following a brief business meeting, lunch and recreation were provided.

Leake Company stages 'good relations' event

Monroe, Mich.—Residents of Monroe and vicinity were given a "behind the scenes" view of one of their major industries on January 20 when Company's factory conducted open house tours.

Occasion was part of a gala celebration commemorating Leake's 10th year in Monroe. Participating Leake employees, their husband and wives, labor officials, city and county officers, customers and suppliers, several representatives of local businesses, military officials, officers of trade associations, members of the press.

James M. Leake, president, stated that his firm had long been conscious of the need for bringing the several groups together. It is felt that a better understanding of each other's abilities, problems, and methods of operation

could be conducive to a more enjoyable and more productive relationship. Need for such understanding has become increasingly important with the expanding of national defense preparedness.

Following the plant tours, invited guests visited an exhibition of customers products for which parts are manufactured by the Leake organization.

Some 300 invited guests attended the Leake Family Banquet at the Masonic Temple.

Leake Stamping was an important producer of a variety of defense materials during World War II, is currently negotiating with procurement agencies regarding stamping requirements for present defense preparedness.

Foremen hear president

Painesville, Ohio—Diamond Alkali Company Foremen's Club members heard a report directly from the president of their Company when they opened the current season with their annual "Company Night" dinner program.

Raymond F. Evans, Diamond president, addressed an audience of 275 members and guests, giving them a clear and forthright picture of the "state of affairs" of the Company. After stressing the gravity of the international situation and the possibility that developments abroad might rapidly change the present Company *status quo*, Mr. Evans informed the audience why he termed 1950 "fairly



FOREMEN TROPHY AWARD—Honor group selected during annual ball of College of Business Administration, University of Tennessee. Girl in center, Miss Kathy Weeks, was awarded the trophy by the Cherokee Foremen's Club for being selected the Queen of the Business Ball and most outstanding woman in that College of the University.



COMPANY NIGHT at Diamond Alkali Foremen's Club when President Raymond F. Evans addressed the group. From left: M. O. Kirp, plant general manager; H. E. Case, Club president; Mr. Evans; D. F. White, club vice president.

good" from a production and sales standpoint.

Explaining his predictions for the future, Mr. Evans noted that prospects appeared bright for 1951, but issued a challenging compliment to Foremen's Club members: "I have every confidence that you will do all within your power to make 1951 a banner year."

One highlight of the evening was when the Company president took the opportunity to announce that all employees in Diamond's 12 plants around the country would receive Yule gifts from the company.

H. E. Case, president of the Diamond Foremen's Club, opened the meeting. Program arrangements were handled by H. H. Minister, program chairman.

Stock-pension plans at Diamond Alkali

Cleveland—Stockholders of Diamond Alkali Company have approved a stock option plan for officers and key employees, ratified an agreement providing for a pension plan for hourly workers at the Painesville, O., plant, and authorized the amending of the company's pension plan for salaried employees.

These actions, announced January 10 by President Raymond F. Evans, highlighted a special January stockholders' meeting held at the Company's headquarters here.

The stock option plan, similar to that of many other industries, authorizes the Board of Directors to grant options to officers and key employees for purchase of authorized but unissued common stock. Maximum amount of stock available under the plan is 40,000 shares.

Ratification of the agreement providing for an hourly workers' pension plan at Painesville is based on action

taken Sept. 27, 1950, between the company and Local 12231, District 50, U.M.W. of A., as part of the settlement of a 67-day strike. In the agreement the company was given six months to put into effect a pension plan calling for pensions of \$110 per month including social security.

Action on the salaried employees' pension plan gives the Board of Directors authority to amend the benefits under the plan to correspond to present-day conditions. The plan was instituted in 1945.

Guarding technical 'info'

Washington — Commerce Secretary Charles Sawyer has provided a service to help the public guard voluntarily against harmful release of technical information, even though not subject to "formal" security restrictions.

Office of Technical Services of the Department of Commerce will receive requests for advice whether specific technical data should be disclosed, withheld, or given limited distribution. OTS will obtain expert opinions from interested departments and agencies and inform the inquirer.

Requests should be addressed to: Office of Technical Services, U. S. Department of Commerce, Washington 25, D. C.

The program of voluntary protection is not primarily concerned with information "classified" as restricted, confidential, secret, or top secret by the United States Government. Unauthorized disclosure of such information is forbidden under penalty of law. If a question exists whether certain information is classified, however, this OTS service is available to obtain specific advice.

The program is primarily concerned with unclassified technical information

and industrial and commercial information of a technological nature. Information falling within the scope of the program includes unclassified technical data on:

Advanced industrial developments. Production "know-how" and technology.

Strategic equipment. Special installations.

For example, a major railroad was asked to provide minutely detailed information on the physical lay-out of the system and an analysis of the flow over its lines. The stated purpose of the inquiry was to construct large maps of that and other rail systems. The railroad questioned whether the inquiry should be answered inasmuch as such a set of maps might constitute strategic intelligence of greatest importance.

A major oil company wanted advice on whether to publish a booklet showing the location of its storage facilities throughout the world.

Inquiries may also be made on the extent of release which may be desirable. For instance:

Should the information be given only limited distribution?

Should part of it be distributed if part is withheld?

What distribution could be considered prudent?

M. & M. head emphasizes supervisory training

Los Angeles—"The primary objective of this Association is the improvement of understanding and cooperation between employers and employees in this area."

So declared Bryant Essick, president



"Losing Democracy by Default" was theme of Jennings Randolph, Capital Airlines' assistant-to-the-president, who addressed Foremen Managers Club at Huntington, W. Va., recently.

of the Essick Manufacturing Company, on January 9 as he acknowledged his election as president of the Merchants and Manufacturers Association. Action came during first meeting for 1951 of the M & M Board of Directors.

Four other new officers were also elected to M & M executive posts at the meeting, with J. B. Van Nuys, president, I. N. Van Nuys Building Company reelected to another year of service as Treasurer.

Newly elected M & M vice presidents: William Holzhauer, manager, Vernon Works, Aluminum Company of America; G. T. Pfleger, president, U. S. Electrical Motors, Inc.; Carl H. Wittenberg, executive vice president, Gladding McBean & Company.

D. A. Dunkle, vice president, American Pipe & Construction Company, was elected Secretary. H. C. McClellan, president, Old Colony Paint and Chemical Company, who retires as M & M president, will assume chairmanship of the Executive Committee.

President Essick pledged his unqualified support of the M & M Declaration of Principles and its constructive program. "We will pay particular attention to the job of developing practical supervisory training programs. This will aid in the maximum utilization of existing manpower to meet the production task which now faces this community as a result of the critical national emergency."

The M & M's new President also praised "the splendid job the M & M is doing in helping to create a greater appreciation of our American Enterprise System."

GM broadens its suggestion plan

Detroit—Major improvements in General Motors Employee Suggestion plan were announced today by C. E. Wilson, president.

Outstanding among these changes, effective immediately, is an increase in maximum award to a cash value of \$2,500, payable in U. S. Savings Bonds. Formerly, maximum award for an adopted suggestion was a \$1,000 Savings Bond. Same time, minimum award has been increased from \$7.50 to \$10.

Other changes in the Plan, including the broadening of eligibility, have been made to make it even more worthwhile for General Motors employees.

General Motors adopted its Corporation-wide Suggestion Plan nine years ago. Since that time awards totaling \$5,740,000 have been paid out to employees for approximately 145,000 adopted suggestions. Average amount of each award has been \$40 and a total of 728 maximum awards of \$1,000 U. S. Savings Bonds have been paid out.

In management it's "Grow . . . or Go!"

MANAGE February 1951



EXECUTIVES' HUDDLE at Carborundum Company shows key men in abrasives company's new Marketing Department pattern. From left (seated): A. W. Cowles, advertising-manager; F. T. Keller, director of marketing; L. P. Mercer, promotion manager; (standing) E. Dent Lackey, public relations manager; A. Batts, Jr., manager commercial research.

Marketing Department for Carborundum

Niagara Falls, N. Y.—The Carborundum Company has established a Marketing Department under the direction of Frederick T. Keeler according to an announcement by Fred W. Bonacker, general sales manager of the Company.

Designed to strengthen and coordinate the functions of marketing, the new department brings together all related staff functions of marketing including market research, advertising, sales promotion, public relations. Mr. Bonacker said that through this consolidation the Company will secure more productive use of related talents and specialized abilities in planning and carrying out a well rounded and effective marketing program.

A staff organization of the Sales Division, the Marketing Department will service all domestic and Canadian marketing operations of the Company.

Arthur Batts, Jr., formerly assistant director of commercial research will be manager of that department, and handle market research and sales forecasting.

Arthur W. Cowles, advertising manager, formerly in the advertising and sales promotion divisions of General Electric Company's Apparatus Department, will be in charge of planning and administering advertising, and relations with advertising agencies.

Lewis P. Mercer will supervise training for sales personnel and distributors, develop special sales promotion programs and materials, cata-

logues, industrial exhibits, etc.

E. Dent Lackey, public relations manager, will be responsible for community relations, press, radio, films and company publications.

Mr. Bonacker said the offices of the Marketing Division will be located in the Executive Offices of the company in Niagara Falls, N. Y.

Follansbee Steel expands warehouse space

Pittsburgh—Follansbee Steel Corporation is quadrupling its local warehouse space with conclusion of arrangements for purchase of a warehouse building on the South Side, according to J. H. Dowling, manager of the firm's warehouse division.

Disclosure came on the heels of an announcement that Follansbee was selling its old warehouse building in the downtown area to the Urban Redevelopment Authority, which is one of the agencies carrying out the Point Park program in this city's Golden Triangle.

The South Side building had been occupied until recently by the Dilworth Porter Division of Republic Steel Corporation and was used for the manufacture of railroad equipment. Its 100,000 square feet represent an increase of warehouse space for the new tenant of approximately 300 per cent in area; volume will be increased by 600 per cent.

Management tips the arrows of effort—pointing to service and progress for all.—Frederic Colyer Snyder.



WHEN SYLVANIA'S EXECS gave Company picture to Sylvania Foremen's Club, Company Board Chairman and Treasurer Max F. Balcom was key speaker. From left: Pat O'Connor, booster chairman; M. D. Burns, manufacturing manager (radio tube division); Mr. Balcom; Al Francis and H. G. Kolpien, Club president and vice president, respectively.

Sylvania foremen activities

Emporium, Pa.—The 1950-51 season of the Sylvania Foreman's Club of Emporium and St. Marys was opened in September 1950 with a dinner meeting at which Max F. Balcom, chairman of the Board of Directors of Sylvania, spoke on Sylvania and its eight divisions. He brought out highlights on Sylvania's expansion and growth to the large company it is at the present time. A total of 149 members were recorded, a new high in membership.

The Club has two programs a month; an educational program and a business meeting at which we have a speaker, a plant official usually.

A dinner meeting in November featured an "NAF" speaker, Kenneth Haagensen, public relations director of Allis-Chalmers, Milwaukee, who spoke on "What Kind of Salesman are You?" In his talk Mr. Haagensen made each Club member stop and think as to what he was doing to sell himself as a foreman, supervisor, and employee of Sylvania.

Club's main project has been the sponsoring of night classes at the local High School in conjunction with the

Emporium Borough Schools. There are 14 classes this year with an enrollment of 201. Last year there were two classes maintained for part of the year, and one class completed the year. Attendance has been very good. Classes are being taught by High School teachers and several Sylvania employees who have been certified by the State Board of Education. Those employees who completed these courses have this fact noted on their employment records. Henry Kolpien, vice president of the Sylvania Foreman's Club, is responsible for this activity.

Another service rendered by the Club is plant visitations. In November a large part of the membership took a trip to Buffalo to watch radio and television sets being assembled at the Colonial Plant of the Sylvania Television Division. Another trip is planned to the Wabash Photo-flash Division Plant in Montoursville, Pa.

Our aims at Sylvania are to provide an educational program as well as good entertainment for the members.—B. A. Olson.

•

In management it's "Grow . . . or Go!"

WE'RE BACKING and BOOSTING NAF

Lincoln Extension Institute, Inc.
1401 W. 75th St.,
CLEVELAND 2, OHIO

"The School of the Factory
Executive"

LOUIS S. VOSBURGH, President
J. FRANCIS CARLE, M.A.,
Educational Director

Write for free 48 page descriptive
brochure "Getting Ahead in Industry"

New management clubs

Dayton—During the period December 15 to January 15 two new management clubs affiliated with The National Association of Foremen. These were:

Octagon I Foremen's Club of American Steel Foundries, East Chicago, Indiana. Officers: J. W. Stirling (P.), E. H. Weak (V.P.), E. F. Buhring (S.), E. R. Muller (T.).

Foremen's Club of Worthington, Wellsville Works of Worthington Pump & Machinery Corp., Wellsville, N. Y. Officers: Robert Rooth (P.), Thomas Wilson (V.P.), K. B. Reynolds (S.), W. R. Finn (T.).

Kokomo foremen launch community project

Kokomo, Ind.—Kokomo Foremen's Club received an inspiring boost into 1951 when the 1950 Program Committee wound up their year with a challenging panel meeting on the responsibilities of foremen to their community. Appropriately, they called the program "Mirror for Management Men" and they invited four local leaders, representing church, government, school system, and industry, to present their views. B. A. Hodapp, president of Peerless Saw and past president of The National Association of Foremen, summed up the speeches—challenged Kokomo foremen to concentrate their efforts on preservation of the American Way of Life.

As a result of these talks, the Club launched its 1951 program with a definite plan to bring about specific improvements in the Kokomo school system. A committee has been assigned the responsibility of attending Kokomo school board meetings, reviewing school's budget, and making every effort to establish public kindergartens. This program came about because of the challenging remarks of Kokomo's superintendent of schools. He stated that school officials have been long aware of need for such improvements but could not bring changes about



"Code of Ethics" graduates of Foremen's Club of Columbus. Training was by W. J. Mowery (front row—center) of Columbus Auto Parts Co.

without help of some local civic organization to arouse public interest. The Kokomo Foremen's Club accepted his challenge believing that a better school system is fundamental to the American Way of Life and, as such, has a proper place on its 1951 agenda.

All the panel speakers stressed the fact that as leaders of men foremen have community responsibilities. Their remarks gave new impetus to the Club's long-range program of fostering the American Way of Life. The Kokomo Foremen's Club began its 1951 program in January with an address by Tulsa's Chas. Kothe who pointed out that "our high productivity comes only with inspiration. And that inspiration is given by enlightened supervision. We must be leaders of men if we are to fulfill our responsibility as management men."

Educational Committee also sponsored a tour of the new wrought alloy plant of Haynes Stellite Division of Union Carbide and Carbon Corporation, on January 16. There, foremen watched the casting, rolling, and forging of sheets, bars, and tubes of the Company's high-temperature and corrosion-resistant alloys. This plant is one of Kokomo's newest industries and, many of its operations are unique.—*S. Ellsworth, Jr.*

"It is just as illogical to suggest abolishing capitalism because it hasn't abolished poverty as to suggest abolishing churches because they haven't abolished sin."—*Hugo, Okla., C. of C.*



"HERE'S HOW IT IS" says B. A. (Bernie) Hodapp (second from left), former president of The National Assn. of Foremen, at Hamilton Foremen's Club, Two Rivers, Wis. The Peerless Saw Company president drove home a "free enterprise" theme. Others (from left): Frank Kracha, plant manager at Hamilton Manufacturing and NAF director; E. P. Hamilton, Company president; Mark Brouchoud, Club president.

Oliver club reviews activities

Battle Creek, Mich.—September 29 saw the 1950-51 Oliver Management Club, Inc., get off to a flying start with a "Get Acquainted Night." Charles Lent, secretary, gave a very informative report on the NAF Convention in Buffalo.

Presentation of a tackle box was made to Max Chase, an Oliver employee for 53 years, who was the guest of honor at the dinner, and retired October 6.

Willis Davis, past NAF national director, spoke of the values to the individual found in NAF. It was an inspirational, educational talk.

Program finished off with two new Oliver sales-department films.

Sixty-four members were guests at "Bosses Night" program of Lansing Chapter of the National Association of Cost Accountants in October at the Oldsmobile Auditorium in Lansing. Featured speaker was Dr. Alfred P. Haake who spoke on "Management-The Key to Progress." During the afternoon, members and guests of the N.A.C.A. visited the Oldsmobile new assembly plant and the Rocket Engine plant.

Members of the Club who are also in the Lansing Chapter of the N.A.C.A. include Forrest Grames, Charles Lent, Donald Estelle, Jack Hampton, Forrest Dubendorf, Merle McClure, Everett Potrude, and Gerland Tibbets. Clare Engle is president of the Management Club and Andrew Henning is general program chairman.

DeLoss Walker addressed members in November, bringing home to them, many of the national and international problems which face our country.

After the meeting there was a question and answer period. Andrew Henning, program chairman, introduced Club guests who were the Foremen's Club of the Union Steel Products Co. of Albion, Mich. Prior to the dinner and address, the Union Steel Products foremen were taken through the Oliver plant.

December 29 was Club's Ladies Night, held at the Hart Hotel. Upwards of 200 enjoyed the fine music and food. This undoubtedly was the most successful Ladies Night program held by the Club. Robert J. Skulstad was in charge of this program and our hats are off to Bob for his fine work.

Tips



AT a midwest industrial plant, a school for fore-ladies is made ready in preparation for problems of a mobilization economy, according to R. C. Burton, Denver, Colorado. Women with industrial plant experience in World War II are being invited to attend—will be trained to supervise plants' women employees.

School also accepts college graduates—women who wish to become "executives in a minor mood." After six weeks training (three evenings weekly), graduates are assigned to supervision of departments which are or will be staffed by women.



NEW OFFICERS of Aluminum Ore Foremen's Club, E. St. Louis, Ill., (from left) B. Yockey (T.); R. Lynn (S.); C. Jondro (P.); G. Hetherington (V.P.); retiring president, T. Bledsoe elected to 3-year Board term.

Big attendance expected at Battle Creek Forum

Battle Creek, Mich.—On Saturday, February 17, the Second Annual Battle Creek Management Forum will give foremen and other management people a timely opportunity to adjust their sights to current management problems in an extremely critical period. Forecasts indicate a probable attendance of 1000 at the event to be held in the city's W. K. Kellogg Auditorium.

While top speakers will spark the general sessions, morning and afternoon, sectional conferences provide the "meat." These will include discussions on

- (1) Applied Psychology and Personal Relations
- (2) Suggestion Systems — Principles and Practice
- (3) Mechanics of Free Enterprise System
- (4) Production Incentives in Industry
- (5) Problems in Industrial Accounting
- (6) Industrial Safety Programs
- (7) Problem Solving Know-How for Foremen
- (8) Communication Through the Supervisory Structure
- (9) Salesmanship, Distribution, and the Foreman.

General chairman for the event is Charles Clark, production manager, The Oliver Corporation.

A motorist and his wife hadn't spoken for miles. They'd got into a quarrel and neither would budge. Suddenly the man pointed at a mule in a pasture they were passing. "Relative of yours?" he asked.

"Yes," the wife replied, "by marriage."

The man who starts out to borrow trouble soon finds out that his credit is good.

Management Club Briefs

PRESIDENT Clare Engle of Oliver Management Club at Battle Creek, who was quality control engineer when elected, has been upped to assistant to general plant superintendent. Other club officers: Robert Durrstein (V. P.), Charles Lent (S.), Robert Klein (T.). Other board members: L. Parrott, E. Robnolt, J. Pershing, R. Pinkerton, R. Sass. . . .

Claude Hazen of Chicago's Police Department lectured before Grand Sheet Metal Products Management Club in January—described devices, techniques used to prove one's innocence or guilt. . . .

January meeting of CBF Management Club—Columbus (Ohio) Bolt & Forging Co.—boasted guests from North American Aviation (McClelland and Vaughn). NAF's R. F. Monsalvatge, Jr., spoke on "The Habit of Optimism" and Company President Robert Rex discussed current events. Film "6000 Partners" on assembling of Fords was finale arranged by Program Chairman J. F. Davidson, Jr. . . .

Kalamazoo Foremen's Club in January elected Wade Allen (P.), Wm. Kriebel (V. P.), Joe Brundage (T.), replacing respectively Edward Arey, Wade Allen, Marshall Rutz. . . .

Columbus Auto Parts Supervisory Club elected Roy Fry (P.), Geo. Hadaway (V. P.), Gerald Nusbaum (S.), John L. Johnson (T.) . . .

Briggs Management Club of Evansville elected the Indiana plant's Industrial Relations Director I. L. Bentzen to presidency for 1951; W. E. Allen (V. P.); J. McDonald (S.); Ray Hufnagel (T.); to Board vacancies: H. J. Charters, Alton West, E. C. Ray. Officers replaced: H. N. Napes (P.), D. Winsett (S.), P. Scott (T.), and Board



Training session in which 15 participated pauses for camera-man at Syracuse (N.Y.) Management Club. Club's officers (from left-seated): C. Dewey (T.); J. Walsh (V. P.); S. Rhein (P.); W. Love (S.); (standing) B. Furman, Education;



K. Crotty, Finance; C. McKeone Program; E. Hendrickson, Constitution. Club's members recently were circularized with list of 564 alleged communist-front organizations published by a financial daily.

members J. Gray, Chas. Mulherin, M. Mitchell. President Bentzen was field artillery officer with 38th Divn. in Pacific Theatre, War II. . . .

Armco Fabricating Division Foremen's Club's annual Management Night included wives, dinner, C. E. Stutenroth (Division manager) as emcee. Operating Vice President Frank Fanning gave humorous talk on "The Importance of Wives"—with Mrs. Fanning present. . . .

Esso Standard's Training Director A. K. Alford, Jr., addressed Ladies Night holiday dinner of *Queens County Management Club*, Long Island, on "Communication—Industry's Major Problem." Durkee's James Miller lead carols singing—Ray Lomp of American Chiche presided, gave ladies gifts. Field Editor Szabo reports Club's officers elected as C. R. Lomp (P.), J. R. Miller (1st V. P.), Emil Hrusa (2nd V. P.), P. J. Di Bartolo (T.), J. H. Knam (R. S.), Albert Temple (F. S.)

Aluminum Ore Foremen's Club of East St. Louis elected new officers (See photo) in January—Club Member G. Hetherington spoke on "Grow or Go," spotlighting NAF. Club's "Gridiron Show" during which selected members were "roasted" was directed by National Director W. R. Bean. Meetings' general chairman was Harvey Pings. . . .

Training Night meeting of *Foremen's Club of Columbus* (Ohio) was held in January when three classes were certified: Code of Ethics, 21 students; Public Speaking, 12 and Letter Writing, 8 students. The 500 attendants included many educators as guests. New Coordinator Frank Albanese and Training Director Larry Borosage were introduced. Finale was color movie of Harry Sunderman's (Buckeye supervisor) hunting-fishing expeditions. . . .

Maytag Management Club's (Newton, Iowa) January meeting featured Vernon S. Peterson of du Pont who highlighted Company's development work on nylon, rayon, orlon, cellophane, titanium with comment and samples demonstrations. NAF Certificate of Accomplishment was presented outgoing Club President W. J. Molleck.

Capital Airlines Assistant-to-President Jennings Randolph addressed *Huntington (W. Va.) Foreman-Managers Club* in December on "Losing Democracy by Default." Emphasized failure of Americans to participate in government. A film "The First Forty Days in Korea" was shown by Captain D. M. Cleary of W. Va. Military District. Club President Steelman appointed T. L. Page (American Car & Foundry Co.) chairman of committee to promote U. S. Savings Bond payroll savings plan. . . .

Kimberly-Atlas Management Club's Mowery Smith of Kimberly-Clark Corp., Neenah, Wisc. got deserved



WELCOME TO AMERICA! W. J. Izzard, who will represent England's Institute of Industrial Supervisors on "Anglo-American Productivity Team on Foremanship Train-leaving" for six weeks in U.S.A. on February 8. Mr. Izzard will be happy to make acquaintance of NAF members in any companies scheduled for visits. He's foreman of Standards Room & Tool Inspection at C.A.V. Ltd., electric and diesel engineers, Acton, with 21 years supervisory experience. His many lectures make him well-known figure to London foremen.

spread in *APPLETON POST-CRESCENT* when named recipient of 1950 distinguished service award of Neenah-Menasha Junior C. of C. in January. Alderman in his community, Smith is outstanding example of what young management men can do to broaden their horizons and leadership on the community level.

Employment Relations

(From Page 15)

how much it can pay for material, and what can be charged for the product. The right hand will be filled with leaflets containing government regulations, the left hand filled with production control and other tools of operation.

Management will also face the problem of finding substitutes for materials. It will be called upon and will have to devise entirely new products. Often-times, because of the curtailment of supply of materials, Management will have to find a government contract to keep in operation. This will mean acquiring of new tools, rearranging plant layout, while it tries to hold the labor force together, even sometimes to the extent of laying off. This eats into key people, who will not allow themselves to remain idle long, and Management will face the problem of getting the old force back. As a matter

of fact, the real competition in the immediate future will be in the field of finding and keeping workers.

And for all of this, the final tasks will be keeping production costs down in the face of labor and material increases. And for its pains, Management faces long hours of midnight toil in figuring out its portion of the increased taxes not only for the company but personal income tax as well.

Wages And Prices

ONE of the sources of greatest confusion in Washington is the issue of price and wage control. The man who rides the bus or streetcar, hanging on to the strap with his left hand and reading the tabloid sheet in his right hand, is confused by the problem of making his take-home pay meet the increased cost of butter and eggs.

There is no doubt but that the trend is towards full controls. The timing is still indefinite [emergency controls subsequently invoked] because of questions having to do with rationing, the procedures to be followed in authorizing wage increases. Shall there be a roll-back? And if so, to what date? Also for consideration are further questions as: Shall rationing be all inclusive or restricted to certain items. What formula should be used in creating wage and salary increases? The last but not least is the "jaw breaker" of escalator pay, the provisions for which have been written into so many Union contracts in recent weeks, that now approximately five million employees definitely operate under such a clause.

All this, of course, is very disturbing to the man hanging on the strap in the streetcar because he wonders why meat goes up and eggs go up and down, why it is that his wife tells him that a neighbor is able to get things that they want although they pay more for it when it isn't available in the stores. The theory behind rationing seems to be that the only way demands for goods can be reduced is by rationing on the theory that if goods remain unrationed the demand will cause the price to pop clear through the ceiling. Experience during the last war with rationing definitely points up the fact, say the planners, that some items were rationed strictly for the sake of price control in spite of the fact that there was ample supply.

Increase in wages and prices, coupled with the deficit spending of the Government are sending us rapidly along the merry road to dangerous inflation.

It might be said that the confusion in Washington over this particular question is just as serious for the future of our country as is that which prevails over our program of preparing ourselves to deal with Communism.

Labor Laws

THE President, in his address on the state of the nation before the 82nd

Congress, dropped his usual pet statements regarding the repeal of the Taft-Hartley Law. And in passing we note that he also eliminated a few of his other pets, such as socialized medicine.

There may be a few minor changes in the Taft-Hartley Act. As far as minimum wages are concerned, the 75¢ minimum is likely to stay as law, but the Unions, through the device of the Walsh-Healey Act as presently administered by the Labor Department, will bring about an increase of minimum wages, industry by industry. They have just succeeded in securing such an increase in one of the divisions of the Chemical industry to a minimum of \$1.40 an hour, a record high for government contracts. The only possible change in the set of laws affecting employment relations might be a revision to provide larger benefits under unemployment insurance. This would be done by Congress setting up new Federal standards for State systems to follow. There is also considerable discussion that the Government might write into the Social Security Division some type of a disability insurance. This thinking stems from the idea that there should be Federal compensation to handle a tremendous volume of claims that might come from enemy bombing of industrial cities.

Let's Recognize Fundamentals

IN this trying time it might be well for all in management to pause and reconsider some fundamentals of our daily activity.

Regardless of good times or bad, peace or war, certain basic desires motivate people's thoughts and actions. Even under wartime tensions, if the foreman, in fact all levels of Management, can get firmly in their minds the fact that the real job is administering and directing people at the places where they work, so that there may be a continued production of more and better goods, or more and better services at a profit, then we have the true concept of our functions as managers.

Everything that is done in business is reduceable to human dimensions. Any experienced foreman knows that people make problems and people settle problems. In fact, people are his biggest problem.

Let's remember that the same problems of family, health, etc., and the confusion over the national and international situation, affects the thinking and the attitude of Joe Doakes and Mary Blow, just as it does us.

If we can so work with people that we can lead them to do the things required of them without friction and with cooperation, then we have achieved an end. This can only be done by a warm human approach to the problem.

In management it's "Grow . . . or Go!"

Operating Men Must... (From Page 7)

The old saying "Nothing succeeds like success" is still true. Work out a worth-while training program in an operating department—furnish the management men the necessary materials, visual aids, and techniques which will enable them to do a good job—and the word will spread! It will spread from department to department and from works to works. And your operating men will be what you want them to be: good personnel managers.

After your program has caught fire, don't just sit back and watch it.

Keep improving it. Continue to subject it to ruthless scrutiny.

Don't hesitate to discard what is necessary—keep the program vital. Be able at any time to justify it in dollars and cents.

Remember that to be of real service to the operating people and to be accepted by them, your entire personnel program, like your program of industrial training, must

1) Be simple enough to be understood

2) Be practical enough to be used

3) Be colorful enough to be remembered.

SAFETY SALON

Huntington foremen get safety pitch

Huntington, W. Va.—Members and guests of Huntington Foreman-Manager's Club, at their monthly meeting on January 16 heard Clyde R. Powell, public relations and safety director of Endicott Johnson Corporation and Lehigh Safety Shoe Company of Endicott, N. Y. Mr. Powell's subject was "Safety Is Everybody's Business". The speaker, a master hypnotist and magician, demonstrated various points of his talk with feats of legerdemain, sleight of hand, hypnotism. Concluded his program by hypnotising entire audience. Even though Mr. Powell's program was highly entertaining it was equally instructive on the very serious problem of industrial safety. Three main points in his approach to the problem were:

(1) Be sure. Don't assume anything about safety.

(2) Instruct employees in the why for your safety rules and practices in your plant.

(3) Sell safety. Management as well as the employees have a big stake in safety.

M. T. Anderson, United Fuel Gas Company, was awarded a life membership in the club. E. S. Maclin, chairman, Committee on Education, announced new semester at Marshall College, distributed schedules of evening and Saturday courses offered. He invited members to participate in the program started last September by the college on "Improving Supervision In A Dynamic Economy".

H. W. Williams, second vice president and program chairman, announced programs for 1951 meetings, distributed copies. L. O. Walcutt, first

vice president and membership chairman, announced that invitations had been sent to non-member companies to attend our next meeting.

—Jack Steelman, Jr.

Safety Council aids

Chicago—National Safety Council's "1951 Directory of Occupational Safety Posters" is out. Says the Council:

"Once a week send one of your employees to the stockroom for a fresh supply of posters. Have him stop at each bulletin board, take down the old posters, and put up the new. That's all there is to it. A few seconds of your time, one simple instruction, and you have an effective system for selling your workers on safety—eliminating the unsafe attitudes and practices that lead to accidents.

"There's nothing new in the idea. Most Council members have been doing it for years. What IS new is the way of selecting the exact posters you need to fit your own accident pattern. Pages 4 and 5 of the 1951 Directory explain how this tailor made selection works, and illustrates a sample chart."

For information on National Safety Council's new series of Training Films for Foremen and Supervisors, entitled "Speaking of Safety," write to D. A. Pickerell, director, Service Extension, 425 N. Michigan Ave., Chicago. Subjects include: The Power of Speech . . . Butterflies in Your Stomach . . . The Key to Good Speaking . . . On Your Feet . . . Now You're Talking . . . Ring the Bell.

Before you give somebody a piece of your mind, be sure you can get by with what you have left.

the Foreman Market

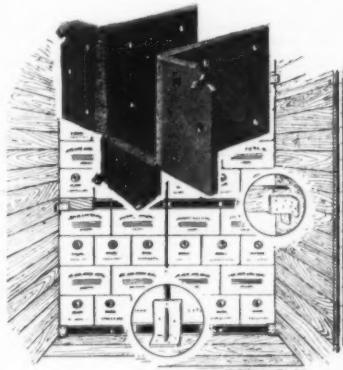
for plant tools
and equipment

New shipping cleats

Dallas, Texas—The National Dunnage Company here, manufacturers of the PEYTON SPUR CLEATS, has developed six new cleats for holding pallets, gates and cross bar members to reduce freight loss and damage in transit.

The oblique corner spur—used in all PEYTON SPUR CLEATS—drives deeper into car siding or floor by pressure from behind.

In addition to holding pallets, gates and cross bar members to secure loads of prod-



ucts shipped in barrels, bags, refrigerators, washing machines, packing cases, etc., these new cleats readily lend themselves for "hold-downs" over barrels, crates, paper in rolls and top-heavy machinery.

New cleats are also adapted for multiple loads and stop-off cars. This feature should make the cleats especially attractive to shippers of package freight in car loads. Of equal importance with the economy of the cleats are their ECONOMY. This not only includes cost of materials compared to present methods, but also the LABOR COST of installation.

Besides are new side wall cleats being introduced, National Dunnage line includes over thirty other cleats designed for wire rope shipped on reels, heavy machinery, vehicles and other hard-to-hold products.

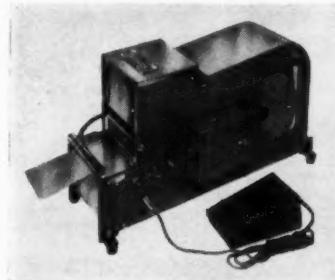
The new cleats are manufactured in sizes for use with cross bar members as: 2" x 4", 2" x 6", 2" x 8", 4" x 4", 1/4", 1/6", 1/8", 1/12" and heavier or lighter cross bar bracing.

For more information write National Dunnage Co., P. O. Box 4664, Dallas, Texas.

Electric tape machine

Chicago—A new electrically-operated machine that dispenses gummed tape automatically in lengths from 2 inches to 40 inches in 1/8 inch multiples, has recently been introduced by Moco Products Inc., Chicago manufacturers.

Sold under the trade-name LECTROMATIC TAPE, new device is said to increase wrapping speed greatly. A light touch on the finger-tip control automatically dispenses and cuts tape to lengths desired. No measuring. No lost motion. A dial control on top of machine provides quick, easy setting for tape lengths 2" to 40" in 1/8" multiples. Avoids much tape waste and packages look neat, more uniform. Moistening unit is easy



New electrically operated TAPE DISPENSING MACHINE . . . by Moco Products Inc.

to clean and service. May be equipped with water temperature control unit to insure better moistening of tape under adverse temperature conditions. Available also with electric foot switch which frees both hands for faster wrapping.

Entire machine weighs 20 lbs., occupies bench space of 8'x18", is of aluminum and stainless finish to guard against corrosion. Operates on 115 volts, 60 cycle current.

Complete details from Moco Products, Inc., 3347 Addison Street, Chicago 18, Ill.

"Versatile" fork lift truck

Portland, Ore.—A new Mobilift "Tier-Master" Fork lift truck with telescoping uprights low enough to enter a motor truck van body, yet with a lift that will tier merchandise and materials three pallets high, is reported in production by Mobilift Corporation here.

This versatile new model, according to the manufacturer, is only 72" high with the mast lowered but will lift 117" from floor-to-forks. The overall height of the mast extended is 142". The "Tier-Master" is designed to tier 3 pallets high and still easily move in and out of trucks, through low doors and other restricted clearance areas without transferring loads from one fork truck to another.

With a fork lift truck of this design, materials handling can be greatly speeded-up in operations where loaded pallets are tiered 3 high but still must be moved in and out of truck bodies or through restricted clearance areas.



New Mobilift "Tier-Master" fork lift truck with telescoping uprights lifts 117 inches from floor-to-forks and with overall collapsed height of only 72 inches as here illustrated.

The Mobilift roller chain lift mechanism allows unobstructed view between the uprights and lifts at a speed of more than 45 feet per minute. This makes it possible for the operator to have full visibility through the uprights from the lowest to the highest position and he can tier to the full 117" in a minimum of time.

Like all Mobilift models, the new "Tier-Master" has the famous Lev-R-Matic drive controls which allows forward or back operation at the push or pull of a single lever without shifting gears. All three control levers are conveniently grouped for fingertip, right hand operation.

The "Tier-Master" is a stand-up type, 2000 pound capacity Fork Lift Truck with an outside turning radius of 37 inches and a zero inside turning radius. The new model is powered by a 3 cylinder air-cooled, gas operated Mobilift engine.

Cadmium, zinc brighteners

Rocky River, Ohio—Manufacturers who must change their plating specifications from critical chromium, nickel and copper, can easily attain exceptional brilliance with Rohco Cadmium and Zinc Brighteners. According to the manufacturer, R. O. Hull & Co., Inc., conversion from normal cadmium and zinc baths to Rohco 20XL Rohco 100 and 103 Brighteners does not entail extra treatment or delay in production.

Rohco 20XL Cadmium Brightener, available as a liquid or powder additive, gives deposits without parallel in brilliancy of deposit, uniformity of thickness and covering power. Because barrel solutions may be operated at unusually high temperatures (up to 105° F.), maximum production is maintained. Wide latitude of operable concentration range provides greatest ease of control.

Rohco 100 Barrel and Rohco 303 Still Zinc Brighteners, available as liquid additives, impart a brilliancy to zinc plating that is unbelievable until observed. Both exhibit high covering power so that recesses, usually unplated, are easily covered with a substantial thickness of deposit. Rohco 100 and 303 are readily controlled by visual inspection of deposits. Their cost is much less than would be anticipated for the many advantages realized in uniformly highest quality, maximum production, minimum labor costs.

For complete information, write Dept. QM, R. O. Hull & Co., Inc., 1300 Parsons Court, Rocky River 16, Ohio.

Please mention MANAGE Magazine.

New brushing method

Cleveland—A 20 per cent increase in production, plus a uniform surface finish prior to plating is now being obtained by a large midwest sporting goods manufacturer by utilizing a new Osborn brushing method.

A five-station machine using Fascut



Brushes manufactured by The Osborn Manufacturing Company, 5401 Hamilton Ave., Cleveland, Ohio, is solving the problem of removing heat-treat discoloration and surface imperfections on tapered golf shafts.

Due to the tapered "step-down" design of the cold-drawn, heat-treated, alloy high-carbon, seamless steel shaft, it was a problem to get into the "step-down" corners. With the former method, two or three passes were necessary to do the job.

With the brush method, only one pass is required to turn out a better finish at a rate of over 1500 shafts per 8 hour shift, or 10 feet of shaft per minute.

The shaft is hand fed into the first station. A power infeed keeps it moving until it passes the last brush. The first station breaks the discoloration; brushes are used to prevent bridging the "step-down" corner.

New adjustable supports

Detroit—A new 3-legged support, designed with adjustable knee-action in the head piece (an exclusive feature), can be set up in pairs with a rail or bar between, to make a horse that will sit evenly, without wobbling, on rough and irregular surfaces. Each of the three feet rests independently on the surface, firmly and securely, safely adjusting to any irregularity up to two inches or any slope in any direction.

Sweet supports are available in heights from 18 inches to 5 feet. Four will form the sturdy legs for temporary benches and tables which are quickly and easily assembled.

Strongly built of structural steel (angle) with permanent riveted construction, they hold much heavier weights than ordinary horses and cannot be broken or injured during normal use. Each support folds compactly into easy-to-carry size, saving valuable space, both in transportation and storage.

This folding, portable equipment is practicable for maintenance work, both indoors and out because of its adjustability to uneven flooring as well as rough ground surfaces. One man can set up scaffolding with Sweet supports in any length or width. Carpenters, painters, sheet metal workers, machine repair men, etc., find its portability and versatility a great convenience.

Tested in midwest factories and automotive plants, Sweet supports were made into welding and die tables, layout, assembly and parts tables, fabrication supports, surplus racks, temporary work benches, and for receiving purposes. They were also set up for sales, service and educational meetings and in offices for audit work.

In storage their compact folded size saves valuable floor space, otherwise taken up by unused permanent tables, benches or conventional-type horses.

Sweet supports are manufactured by the H. C. Sweet Co., 12083 Woodbine Ave., Detroit 28, Michigan.

For your information

COMPLETE line of M.S.A. SAFETY BELTS is described in new 4-page bulletin just published by **Mine Safety Appliances Co.** Write for Bulletin CF-26—address Company at Braddock, Thomas & Meade Sts., Pittsburgh 8, Pa. Included are belts such as body type, harness type, and those for bridge and structural steel workers, petroleum workers, miscellanea.

Same Company offers new Booklet No. G-10 on APPROVED PROTECTIVE EQUIPMENT for ATOMIC ENERGY FIELD (8 pages). Including photos and details on 22 separate safety items, booklet is concerned with problems of air and surface contamination involving radio-active or toxic contaminants. Protective equipment is described . . .

Quick and simple method for determining the solids content of boiler water or condensate is described, illustrated in Bulletin 2RE50 just issued by **Hall Laboratories, Inc.**, Hagan Bldg., Pittsburgh 30, Pa. . .

IRONCLAD BATTERIES FOR MOTIVE POWER SERVICE, a new catalog describing performance and utility of storage batteries for users of materials handling and haulage vehicles is available from **The Electric Storage Battery Co.**, Philadelphia 32, Pa. or any of its 19 branches . . .

IT'S EASY TO BEND is new 32-page bending manual, published after much research and available to **MANAGE** readers from **O'Neill-Irwin Mfg. Co.**, Lake City, Minn. Company believes no other booklet available contains the wealth of information on bending of metals . . .

Two fact-filled reference data folders, holding special interest and value for plastics molders, extruders, laminators and fabricators, are among recent technical publications issued by **Diamond Alkali Company**, Cleveland, Ohio, through the Technical Service Division of its Research and Development Department. Book booklets are available for general distribution.

First folder—**EVALUATION OF STABILIZERS FOR VINYL STOCKS CONTAINING CHLORWAX 40**—reports results of laboratory study of two standard stabilizer formulations. Light stability and heat stability characteristics of each are concisely summarized.

Additional information presented in this

10-page bulletin includes a comprehensive table covering chemical composition, approximate per-pound cost, physical form and specific gravity of some 22 different stabilizers produced under various trade names by 16 manufacturers, and also a list of stabilizers recommended by Diamond for use in compounding vinyl stocks containing Chlorwax 40.

Second bulletin, also 10 pages, points up the application of Diamond chemicals in plastics processing. Entitled **BULLETIN NO. 4—EVALUATION OF INERT FILLERS IN VINYL PLASTICS**, it details how Diamond-formulated precipitated calcium carbonates, made in eight different grades, meet the vinyl plastic compounder's basic requirements of cost, purity, color, processability, light stability, plasticizer absorption, uniformity and physical structure . . .

How to secure accurate financial statements in a hurry is described in a new bulletin issued by the Management Controls Division of **Remington Rand Inc.**

The bulletin tells how Remington Rand punched-card accounting machines used for other applications can automatically create the General Ledger and produce financial and operating statements with important savings in time, manpower and money.

"**A NEW WAY TO PRODUCE FINANCIAL STATEMENTS**" is available by writing Remington Rand Inc., 315 Fourth Avenue, New York 10, N. Y.

Who's Doing What

ELECTED president of **Sterling Bolt Company**, Chicago: Herbert Gordon . . .

New officers of **Vitreous China Plumbing Association**: E. O. Brady (general manager Briggs Plumbing Ware Divn.), chairman; David J. Crane (Eljer Co.), vice chairman; L. A. Drouhard (Mansfield Sanitary Pottery), treasurer . . .

Election of Frank W. Jarvis to presidency of **Diamond Magnesium Co. (sub. of Diamond Alkali)** is announced. Company has agreement with Government for rehabilitation and operation of the World War II magnesium plant located at Painesville, Ohio . . .

General Motors organization changes: Harlow H. Curtice, executive vice president, elected member Financial Policy Committee. S. E. Skinner, vice president in charge of accessory group of Divisions, elected to board of directors and Operations Policy Committee. Arnold Lenz, recently appointed general manager of the Pontiac Motor Division, and Jack F. Wolfram (who succeeded Mr. Skinner as general manager of Oldsmobile) elected vice presidents and members of Administration Committee. Clarence Stanley, member of Financial staff, was elected a vice president . . .

Manufacturers Representative **Elmer D. Samson** is 1951 president of **San Francisco Junior Chamber of Commerce**, second largest Jr. C. of C. in world—says organization's major objectives will be "preservation of Free Enterprise system and selling Americanism to public." . . .

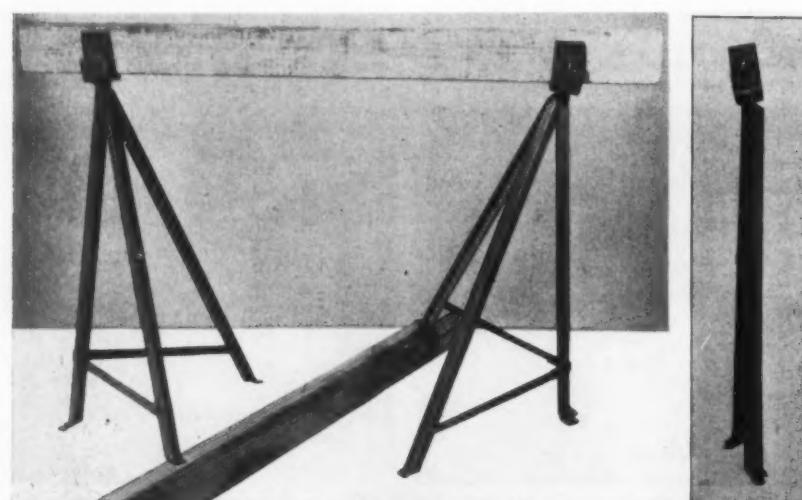
New president of **Osborn Manufacturing Co.** is former Vice President Norman F. Smith. Franklin G. Smith, founder and president since 1892 moves up to Board chairman . . .

Leon C. Guest, formerly controller of Television Picture Tube Divn. becomes controller of Radio and Television Divn. of **Sylvania Electric Products Inc.**, Buffalo.

The weapon Stalin wants most is a bankrupt and demoralized and self-corrupted and cynical America. Whoever spends our funds and substance needlessly and wastefully today at the people's expense is tampering with the fundamental security of the United States.—Radio's Henry J. Taylor.

Matrimony puts an end to more petting than all the park police put together.

MANAGE February 1951



Adjustable knee-action in head piece of new 3-legged support . . . by H. C. Sweet Co.



Don't Kick My Gang Around

I

I am the guy who does America's factory work.

I have got something to say that a lot of you won't like.

First, I want you to meet my gang—My Mechanical Joes.

My gang exists today because somebody invested \$5,000 in our business.

My Joes do 9/10 of my work.

The people who own them get about 5c an hour in dividends, while I get \$2.00 an hour in wages.

My gang is my big, fat meal-ticket—God bless them.

II

My great grandfather did not have a gang: his only helpers were his muscles.

He worked 60 hours a week for a bare living, and at 40 was an old, broken man.

My grandfather only had one helper in his gang, but he made a much better living.

My father had about four Mechanical Joes helping him, and that is when America began to click.

It's simple: the bigger the gang, the better the living.

But something is happening to my gang.

I lost one of them during the '30's; he wore out and wasn't replaced, just because some "liberals" thought my gang was too big.

The experts explain it by saying that

"investment in tools per factory worker has gone down due to lack of investment incentive."

That's too fancy for me.

All I know is that I lost one of my gang.

III

I am no college professor, but I still know a few things, one of which is that people don't invest money in Mechanical Joes unless they get something out of it.

I don't begrudge the 5c an hour they get, and if it had been more, maybe I would not have lost one of my gang.

They can get 10c if necessary, just as long as I get \$2.00.

Another thing I don't like is taxing big incomes so heavily that there is no money left to buy more Mechanical Joes.

Don't get me wrong—people who get a lot of money should pay a lot of taxes, but after somebody who makes ten times as much as I do pays ten times as much taxes, I think he is entitled to the rest.

IV

And here's another thing.

Everybody knows that Mechanical Joes cost a lot more than they used to.

Before the war my gang cost \$5,000: today they would cost about \$10,000 to replace.

The money for replacing them is

called "reserves for depreciation," meaning as my gang wears out, the replacement cost is laid aside from the company's income. But the Government won't allow the company to put \$10,000 aside for something that is going to cost \$10,000.

Because my gang cost only \$5,000, the company can only put aside \$5,000.

This means that for every two of my gang who wear out, there is only enough money to replace one.

I would like to have some government expert explain how that helps me or anybody else.

V

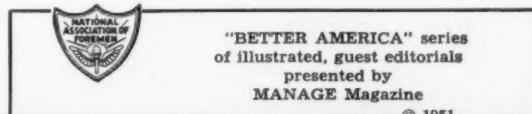
As a matter of fact I am getting to the point where I am going to start being an expert on my own hook.

I have not got a college degree, but I have got enough common sense to know that my gang is being kicked around, and I know that my real social security comes from my gang.

I saw something the other day that talks my language: anything that keeps people from saving money and investing it in tools works against the greatest good for the greatest number.

I don't know much about social reforms and welfare states, but I know where my welfare and everybody else's comes from.

It comes from my gang.



"BETTER AMERICA" series
of illustrated, guest editorials
presented by
MANAGE Magazine

© 1951

SERVING INDUSTRY SINCE 1878

• Since 1878, the Chicago Rawhide Manufacturing Company has specialized in the engineering, development and production of pliable materials and products for hundreds of mechanical applications. These seventy years have been devoted to extensive research and practical field experience in the solution of every type of mechanical sealing and protection problem. As a result, Chicago Rawhide is able to provide products of highest quality and exceptional service.



CHICAGO RAWHIDE MANUFACTURING CO.

1203 Elston Avenue

Chicago 22, Illinois

Boston • New York • Syracuse • Philadelphia • Pittsburgh
Cincinnati • Cleveland • Detroit • Peoria • Minneapolis
Kansas City • Houston • Los Angeles • San Francisco



